



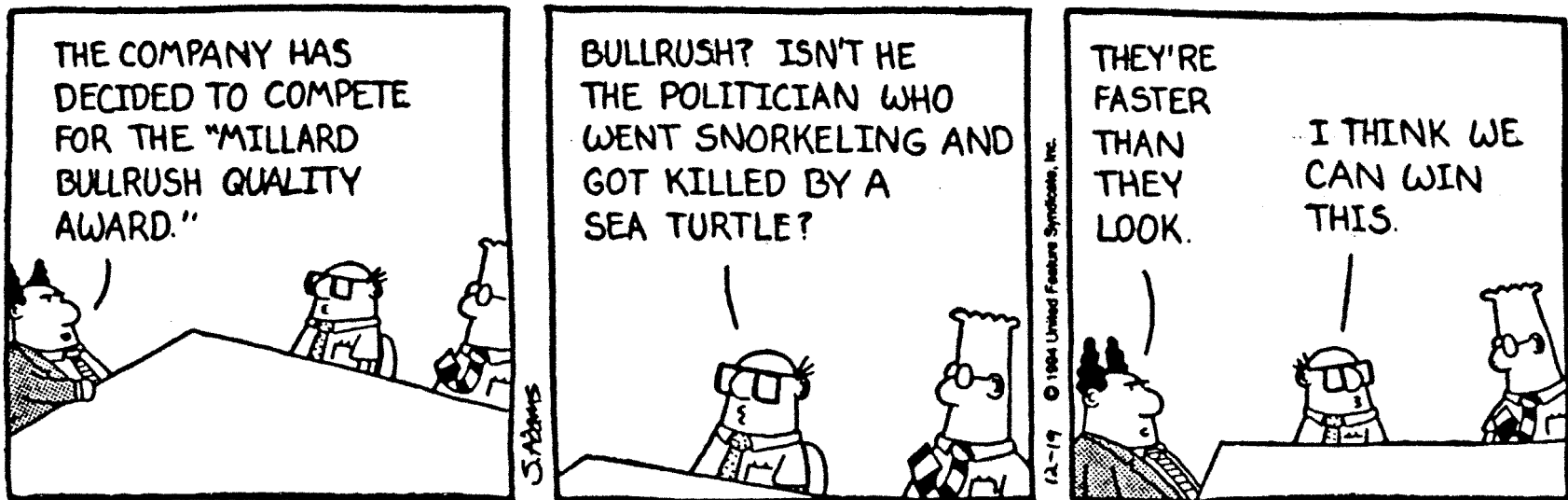
# *Baldrige National Quality Program*

*March 5, 2002*

*NIST VCAT Meeting*

*Harry S. Hertz*







## *Outline*

**FY 2002 Planning - Four Levels**

**FY 2002 Program Starts**

**Program Impact**

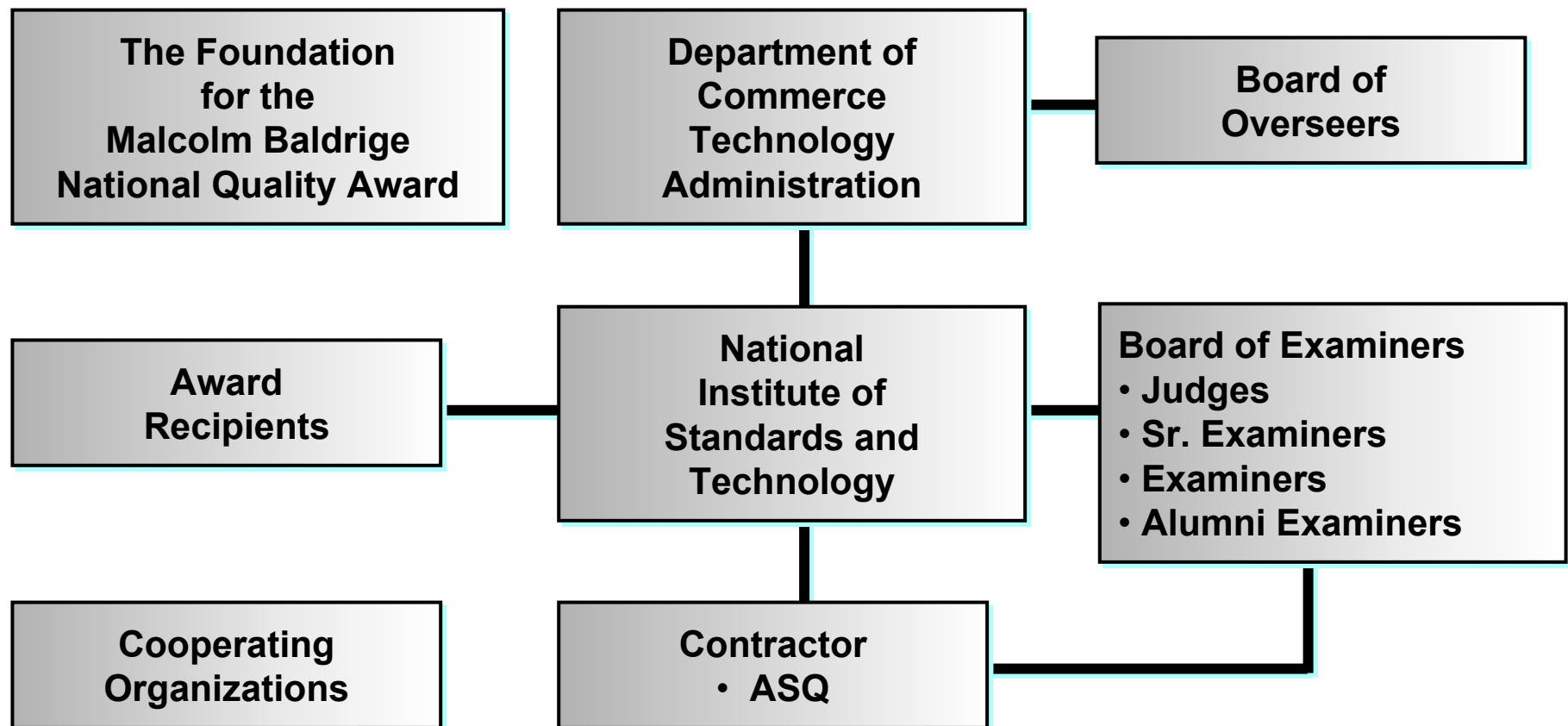
**Metrics/Results for Core Processes**



## ***BNQP Vision***

**BNQP, through world leadership,  
provides a framework and direction to  
continually drive performance excellence  
to enhance U.S. competitiveness and  
well-being.**

# *The Public/Private Partnership*





# ***FY 2002 Planning - Four Levels***

**FY 2002 Hoshin**

**Award Cycle**

**Tactical Plans**

**BNQP Strategic Plan**



## ***FY 2002 Hoshin***

**“Hoshin Planning - Helps to control organizational direction by orchestrating change within the organization. Includes both long- & short-range planning and *focuses annual objectives on one or two key areas for breakthrough efforts.* . . It brings the total organization into the strategic planning process, top-down & bottom-up. It ensures that the direction, goals & objectives are rationally developed, well defined, monitored, clearly communicated, and adapted based on system feedback.”**

**Air Force Quality Institute**

**Process Improvement Guide**



## ***FY 2002 Hoshin***

### **Increase Applications for the MBNQA**

- **Uphill battle**
- **Fear of short-range view**
- **Applicants vs users**





# ***Top Ten Reasons for Not Using The Baldrige Framework***

**In this economy our focus is on the next quarter.**

**Baldrige takes too much time.**

**They (the Baldrige Criteria) do not apply to us.**

**Our organization is unique.**

**Our plates are full.**

**We already know we are the best.**

**We know what our issues are.**

**We are part of a larger organization, and therefore, do not report our results.**

**There is no comparative information available for a similar organization**

- All of our competitors are privately held or part of a larger organization.**
- What we do is unique and cannot be compared with others.**

**Our leadership does not support it.**

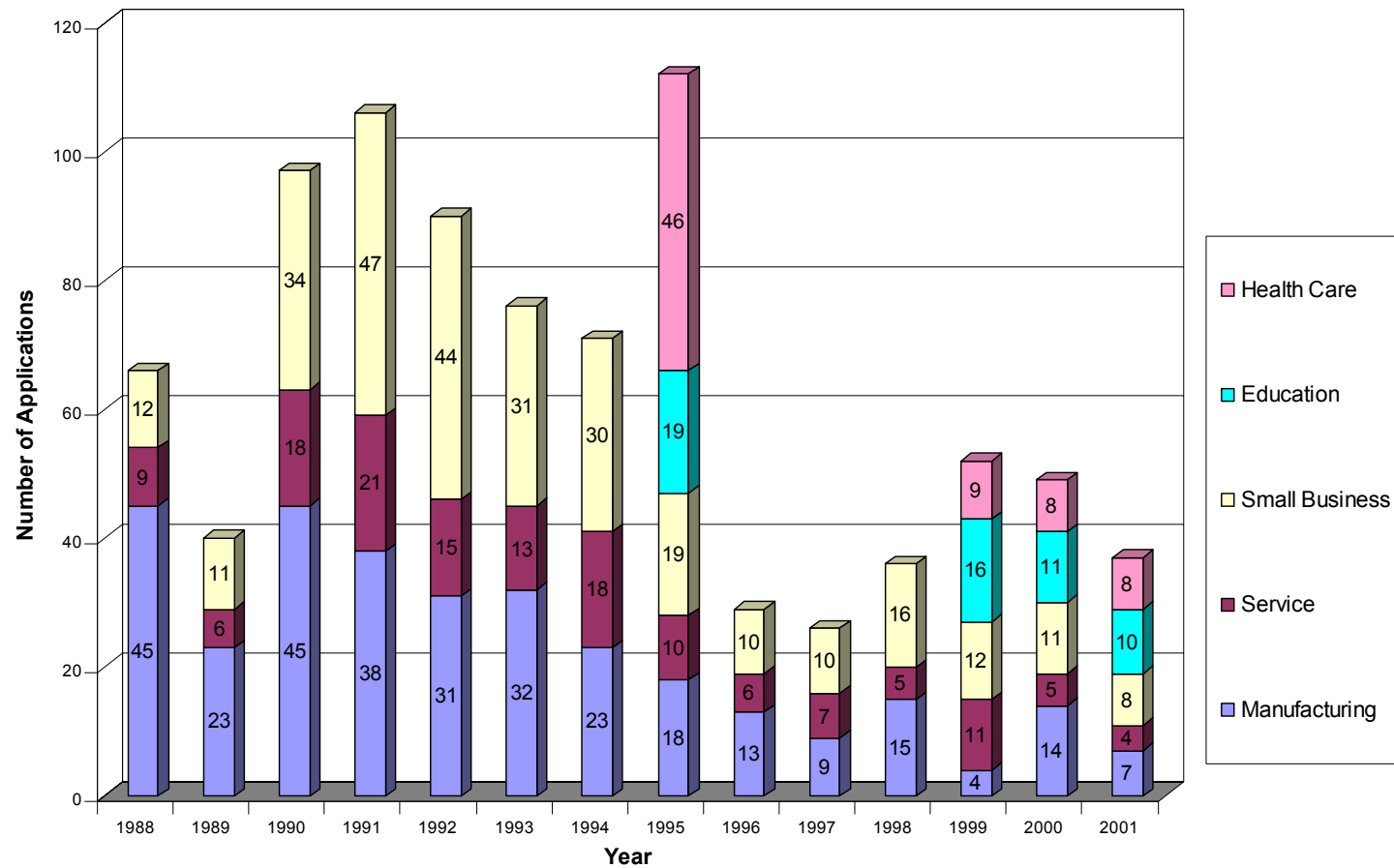


## ***FY 2002 Hoshin***

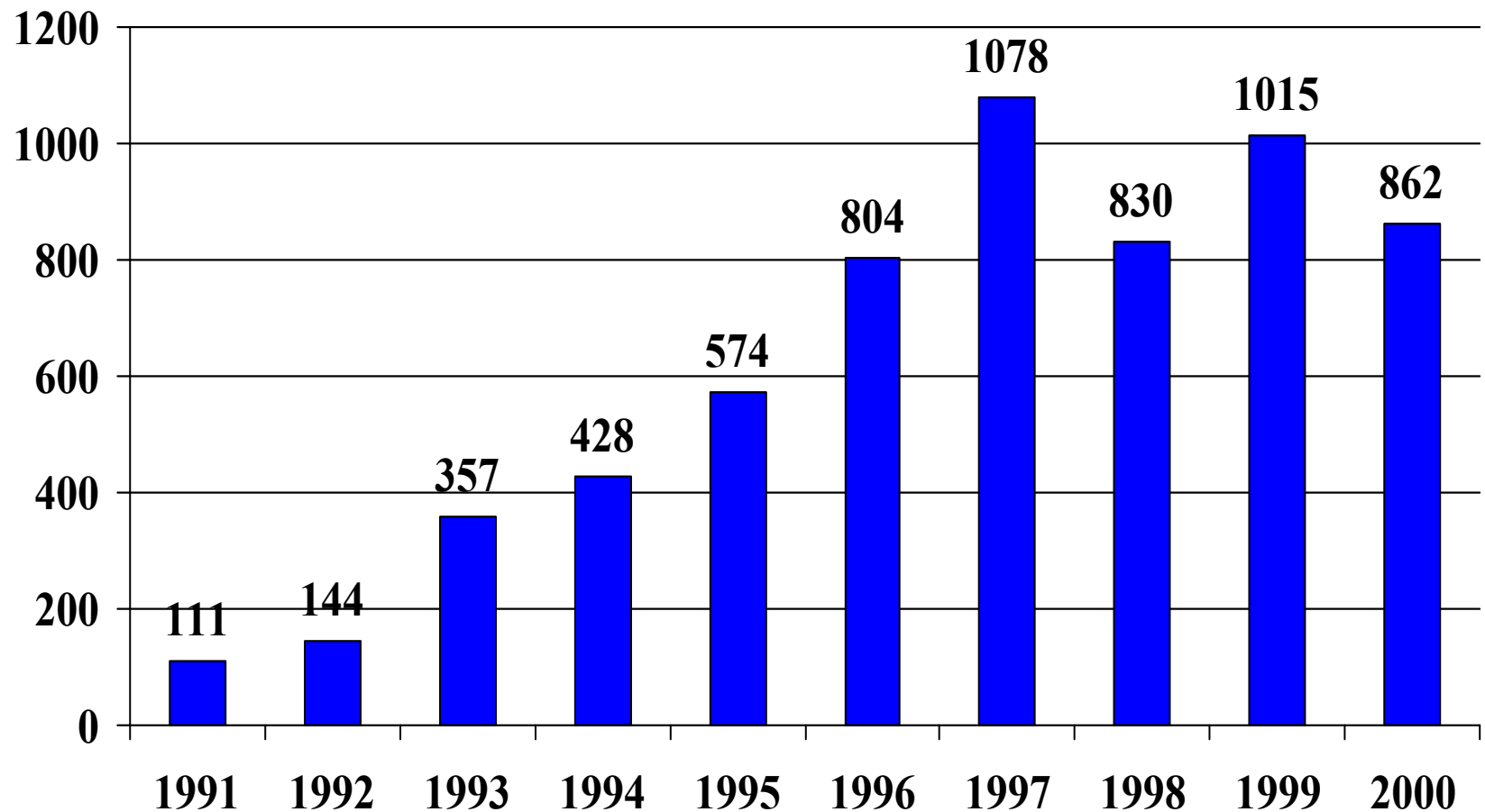
### **Positive Indicators**

- **Prior Baldrige users restarting**
- **More companies requiring supplier self-assessment**
- **Examiner applications up 10% in 2002**

# Application Data By Category & Year



# *State, Regional, and Local Award Applications*



Data reported for any given year may not be complete.



## ***FY 2002 Hoshin***

### **Criteria Users**

- **~100,000 Hard copies/year**
- **270,000 Web site hits/month**
- **11% of NIST total**
- **~30% Business Criteria and Getting Started**

**Baldrige Covered in Virtually All MBA Programs**



## *2002 Hoshin*

**Short-term and Long-term Components  
Using Hoshin as Prioritization Criterion  
for SDTs and Home Teams  
Held Baldrige Criteria Stable  
Implementing “Are We Making Progress?”  
Supporting State and Local Awards**



## *2002 Hoshin*

### **Marketing Plan Implementation**

- **Direct mail to past applicants, S & L award winners, otherwise recognized organizations...**
- **Calls to S & L winner CEO's**
- **Marketing to S & L programs with incentives**
- **2001 Award applicants and S & L winners invited to Baldrige ceremony**



## ***2002 Hoshin***

### **Marketing Plan Implementation (continued)**

- **Letter to Examiners with “marketing” information**
- **Presenting workshops on Baldrige Basics and Getting Started**
- **CEO Issue Sheets Ongoing**
- **Distribution of “Why Apply” brochure**
- **Exhibiting at ~15 conferences**
- **Marketing Case Study as sample application**





## *2002 Hoshin*

### **Education Program**

- **Ads in minority and under represented communities' publications for Examiners and Award**
- **Developing "Application Development" workshop**
- **Providing Examiner opportunity to eligibility filers**



# ***BNQP Award Cycle***

## **2001 Award Cycle**

**Award Ceremony**

**March 7, 2002**

**QE Conference**

**April 7-10, 2002**

## **2002 Award Cycle**

**Criteria Available**

**December 2001**

**Examiner Applications Due**

**January 4, 2002**

**Award Eligibility Forms Due**

**April 16, 2002**

**Examiner Training**

**May 1-3, 8-10, 15-17, 22-24, 2002**

**Award Applications Due**

**May 30, 2002**

**Judges'/Overseers' Meeting**

**June 5-6, 2002**

**Written Application Review**

**June - September 2002**

**Judges' Meetings**

**Aug. 1, Sept.19, Nov. 12 - 15, 2002**

**Site Visits**

**October - November 2002**

**Overseers' Meeting**

**December 2002**



## ***Tactical Plans***

**Include Not-for-Profits for 2004 Cycle**

- **Expand through extension of service category**

**Contingency Planning for Decline in Volunteer Time**

- **Examiner solicitation**
- **Alumni program**



## ***BNQP Strategic Plan***

### **Four Objectives**

- Customers**
- Technology**
- Partnerships**
- Balance Worklife/Homelife**




## *Strategic Objectives*

**Objective and Linkage to 2010 SFA's**

**Current Status**

**FY 2002 Plans**

**FY 2002+ Outcome Measures/Goals**




## ***Objective #1 - Customers***

**Produce products meeting expectations of each customer segment.**

**2010 Linkage**

**Organizational: Customer Focus**

**Programmatic: Health Care**




## ***Objective #1 - Customers***

### **Current Status**

- Conducted market research**
- Interviewed customers**
- Identified/prioritized customers/segments/products**







## ***Objective #1 - Customers***

### **Customer Ranking Criteria**

- Applicant producing x 2**
- Growth potential x 2**
- Revenue producing x 1**
- Accessibility (ease of contacting) x 1**
- Focus on awards/ed mission x 1**



## ***Objective #1 - Customers Final Customer Ranking***

**S/L Programs 104**

**HC Community 102**

**Ed Community 101**

**Current Applicants 97**

**Potential Applicants 95**

**Examiners/Judges 91**

**Future Eligibles 91**


**CEO's & Leaders 90**

**Consultants 86**

**Former Applicants 85**

**Business Community  
84**

**Recipients 77**



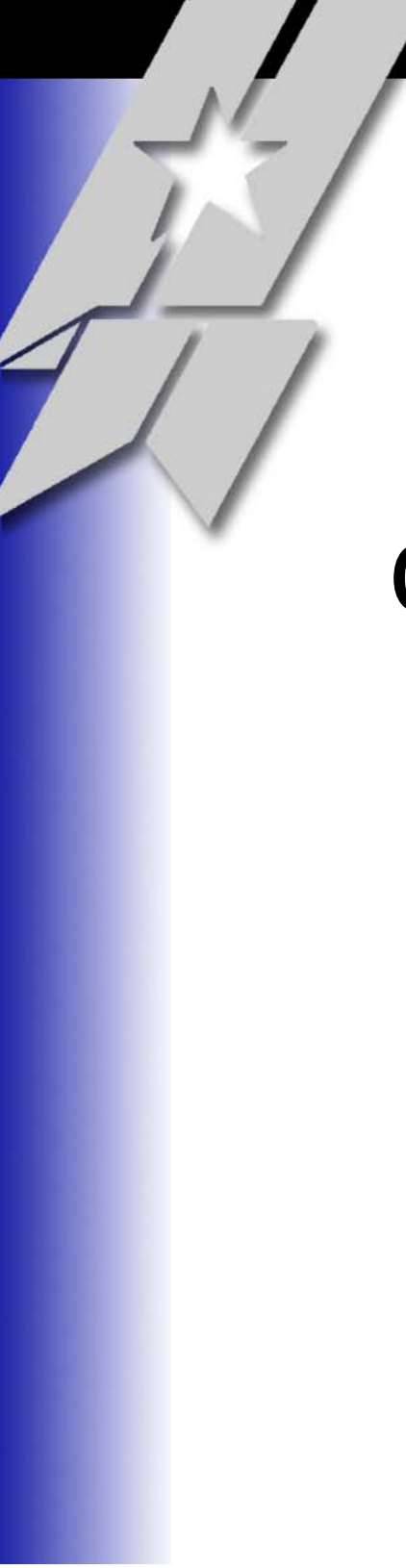
## ***Objective #2 - Technology***

**Enable internal/external customers to conduct business through improved use of technology.**

**2010 Linkage**

**Organizational: IT Infrastructure**

**Programmatic: Information/Knowledge  
Management**



## *Objective #2 - Technology*

### **Current Status**

- **Analyzed customer data**
- **Obtained Overseer input**
- **Developed prioritization scheme  
(non-resource and resource related)**
- **Prioritized proposed projects**



## ***Objective #2 - Technology Non-Resource Ranking Criteria***

**Potential positive impact on  
customers/stakeholders x 1**

**BNQP unique product/service x 3**

**Positive impact on staff x 1.5**

**Reduces data entry/improves process  
quality x 1.5**


**Positive impact on application #'s x 3**

**High=3 points; Med.=2 points; Low=1 point**



## *Objective #2 - Technology Potential New Initiatives*

Database	30	Are We Making	
Electronic	19*	Progress?	20
Confidential Data		Logistics on Web	19
Online Training	27	Examiner/Alumni	17
Search Engine	25	Home Page	
Getting Started	24	Online Editing	16
Streaming Video	23		




## *Objective #3 - Partnerships*

**Develop and fulfill objectives/activities of several key partnership agreements**

**2010 Linkage**

- Organizational: Customer Focus**




## ***Objective #3 - Partnerships***

### **Current Status**

- Defined terms/criteria for selecting key partners**
- Clarified legal partnership implications**
- Prioritized potential sectors**
- Initiated two partnership discussions**





## *Objective #3 - Partnerships*

### **Pilot Partnerships**

- **Institute for Healthcare Improvement**
- **QuEST Forum**



## ***Objective #4 - Balance Work/Home Life***

**Achieve/maintain worklife/homelife balance and reduce stress in the work environment.**

**2010 Linkage**

**Organizational: People**



## ***Objective #4 - Balance Work/Home Life***

### **Current Status**

- Designed/administered BNQP survey**
- Established worklife/homelife baseline**
- Focused BNQP offsite on prioritization**
- Established time accounting system**



## ***Objective #4 - Balance Work/Home Life***

### **BNQP Survey Results (2001)**

- Question re: too much work**  
**26% always, 61% sometimes, 10% never**
- Question re: overwhelmed vs balance**  
**10% - Overwhelmed most of the time**  
**55% - Overwhelmed some of the time**  
**31% - Work/home balance normal for me**  
**3% - Optimal balance**



## ***Objective #4 - Balance Work/Home Life***

### **FY 2002+ Outcome Measures/Goals**

- **Output**: Accounting system will document time utilization.
- **Satisfaction**: Employee sat. scores on NIST question re: worklife/homelife balance will go from 9% to 50% favorable. Scores on question re: conflicting priorities will go from 23% to 70% favorable.
- **Outcome/effectiveness**: No employee will be required to exceed 80 hours/pay period for > 6 pay periods/year.



## ***Objective #4 - Balance Work/Home Life***

### **Results from NIST Employee Survey**

- Question re: balance work/home life  
1999 - 9%, 2000 - 48%, target - 50%**
- Question re: conflicting priorities  
1999 - 23%, 2000 - 48%, target - 70%**



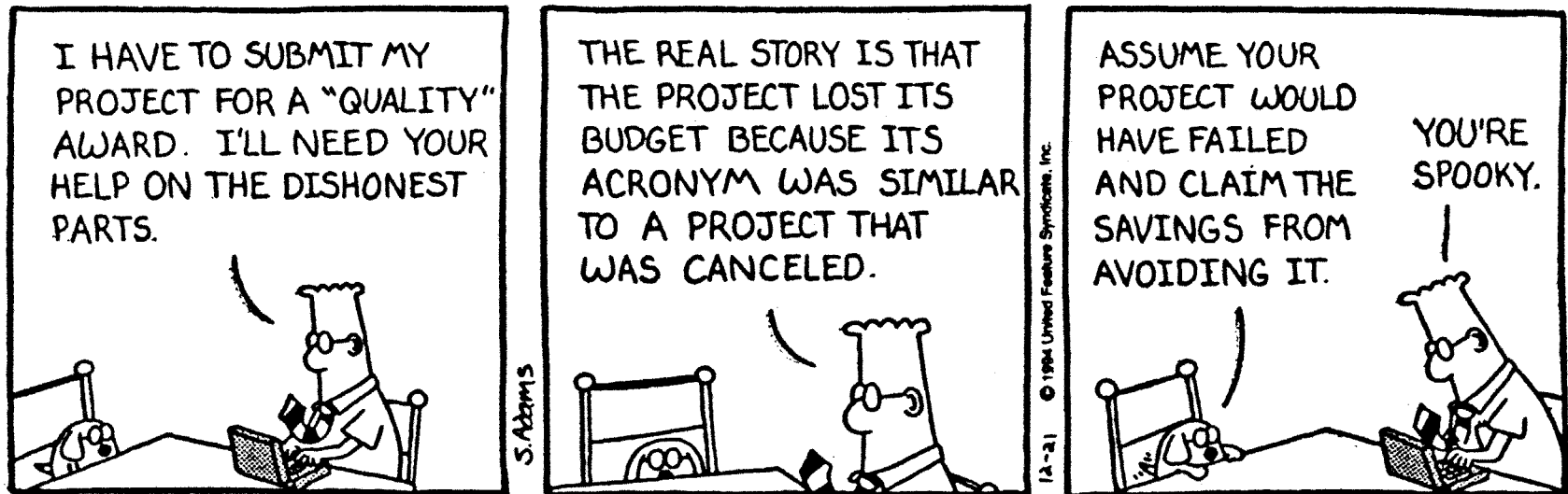
## ***FY 2002 Program Starts***

### **Programmatic Plans**

- Implement “Are We Making Progress?”
- Pilot Criteria-Writing Teams
- Develop “Alumni” Program
- Expand Eligibility

### **People Plans**

- Pilot Flexiplace
- Implement 360 for Individual Appraisal
- Pilot Feedback for Teams







## ***FY 2002 Program Stops***

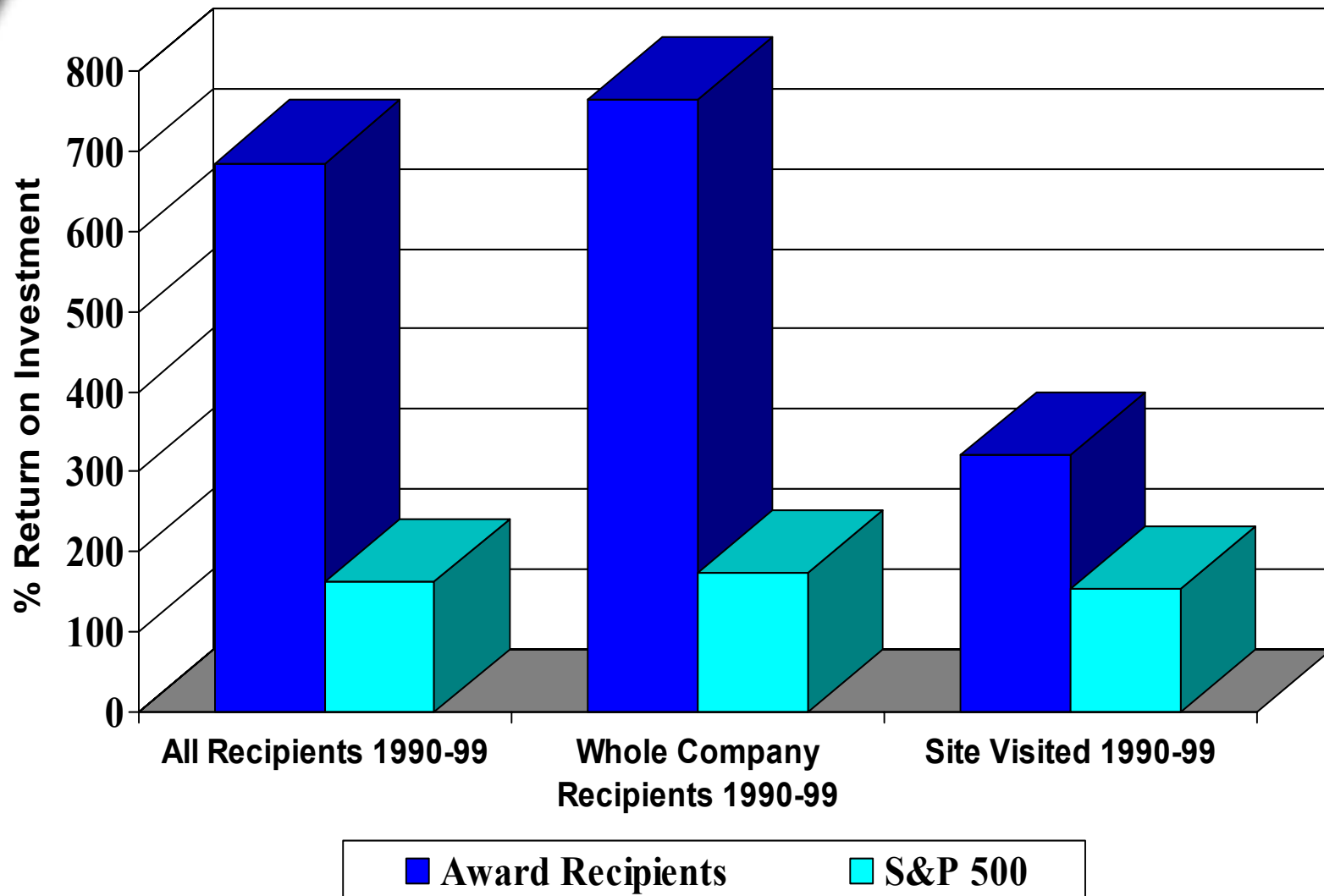
**No Revisions to Criteria**

**No Revisions to Examiner Training Curriculum**

**Prepare “No Year” Documents**

**Replace Mass Mailings with  
e-Communication**

# *2000 Stock Study Results*





## *Program Impact*

**“The Baldrige people . . . are their own worst enemy. . . If they would . . . not change their questions more than 5% each year, then [it] would require less time to write the application, [be possible] to compare feedback reports, & gauge improvement.”**

**“The Baldrige award process is the single most important source for organizational improvement for me in the last 10 years.”**

Disgruntled Customer, July 2001



## *Program Impact*

“... the conservative estimate of the present value (in constant 2000 dollars) of **social benefits associated with the Baldrige National Quality Program is \$24.65 billion**... from an evaluation perspective for the economy as a whole, **the benefit-to-cost ratio characterizing the Baldrige National Quality Program is conservatively 207-to-1.**”

Economic Evaluation of the BNQP, 9/2001

Albert N. Link, UNC and John T. Scott, Dartmouth



# *Program Impact*

## **Value of Baldrige to U.S. Business**

**Extremely/Very Valuable  
(%)**

**Stimulating Quality 79**

**Improvement**

**Stimulating Competitiveness 67**

**Improvement**

**CEO Study 1997**

**Harris/Black Intl., Ltd.**



## ***Program Impact***

**“The numbers and kinds of institutions being helped by Baldrige are growing all the time and now even public institutions are doing it as well as businesses and schools. Administrations have all supported the Baldrige Program so the Federal government can do its part...You (the Baldrige Program) are to be commended for the great work you do to help all of us.”**

**Peter V. Domenici**

**U. S. Senator (New Mexico)**

**August 8, 2001**



## *Program Leverage*

**Foreign Programs - 60**

**State and Local Programs - 55**

**Examiner Partnerships - 51,000 hours/yr**

**Foundation Endowment - \$18M**



## *Improving Program Impact*

### **Board of Overseers Advice**

- **Written report of progress**
- **Brief written forward-looking issue sheets**
- **In-depth discussion of issues at meetings**





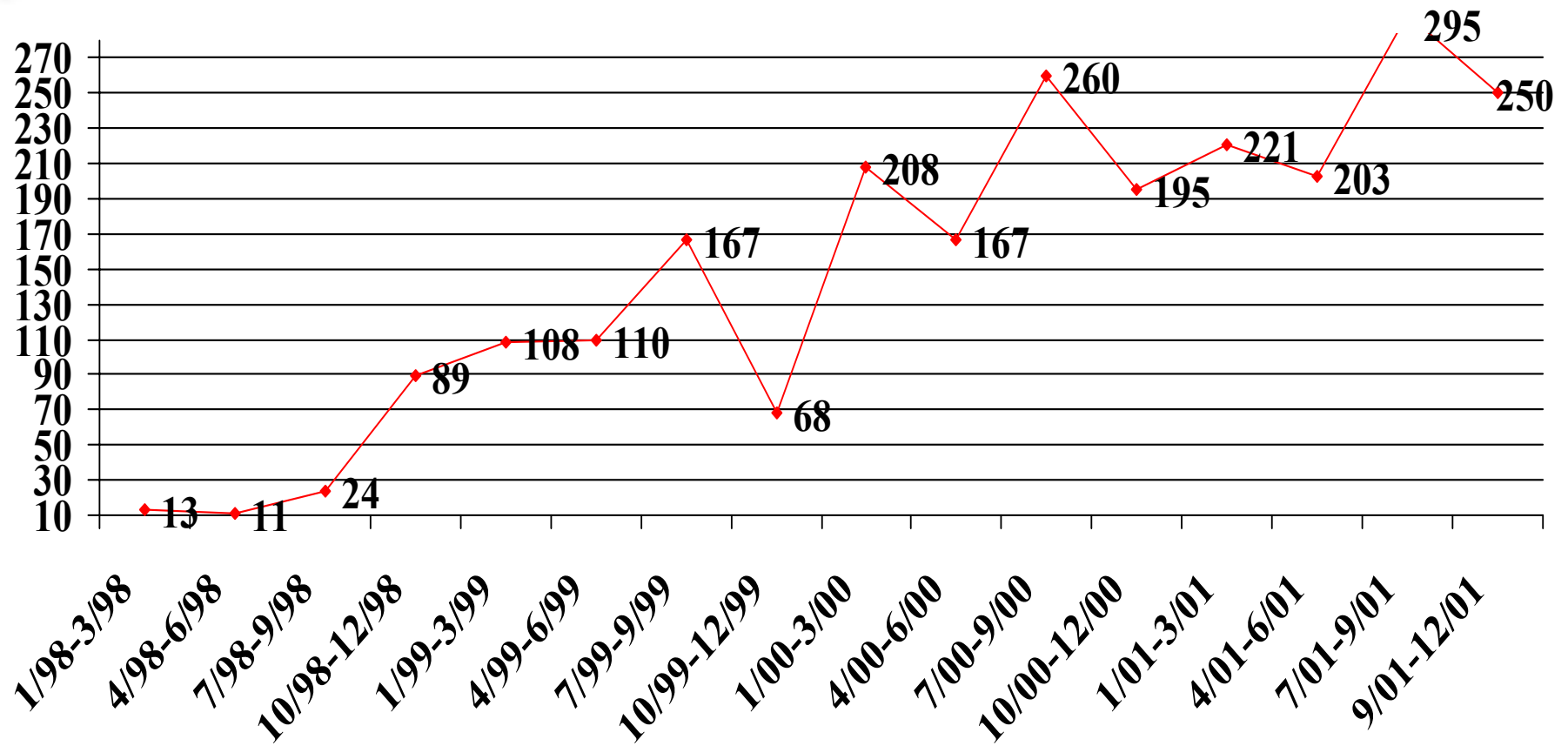
## *Staff Focus* *(2001)*


### **Average Hours of Training/Staff Member**

- BNQP training                      57 hours**
- Non-BNQP training              31 hours**

**360° Feedback Shared with Supervisor**

# *THANQ-Note Program*





## *Metrics/Results for Core Processes*

### **Two Core Processes**

- **Award process**
- **Education/outreach**



## ***Metrics/Results for Core Processes***

### **Award Process**

- Judges' Survey Data
- Examiner Training Data
- Applicant Numbers

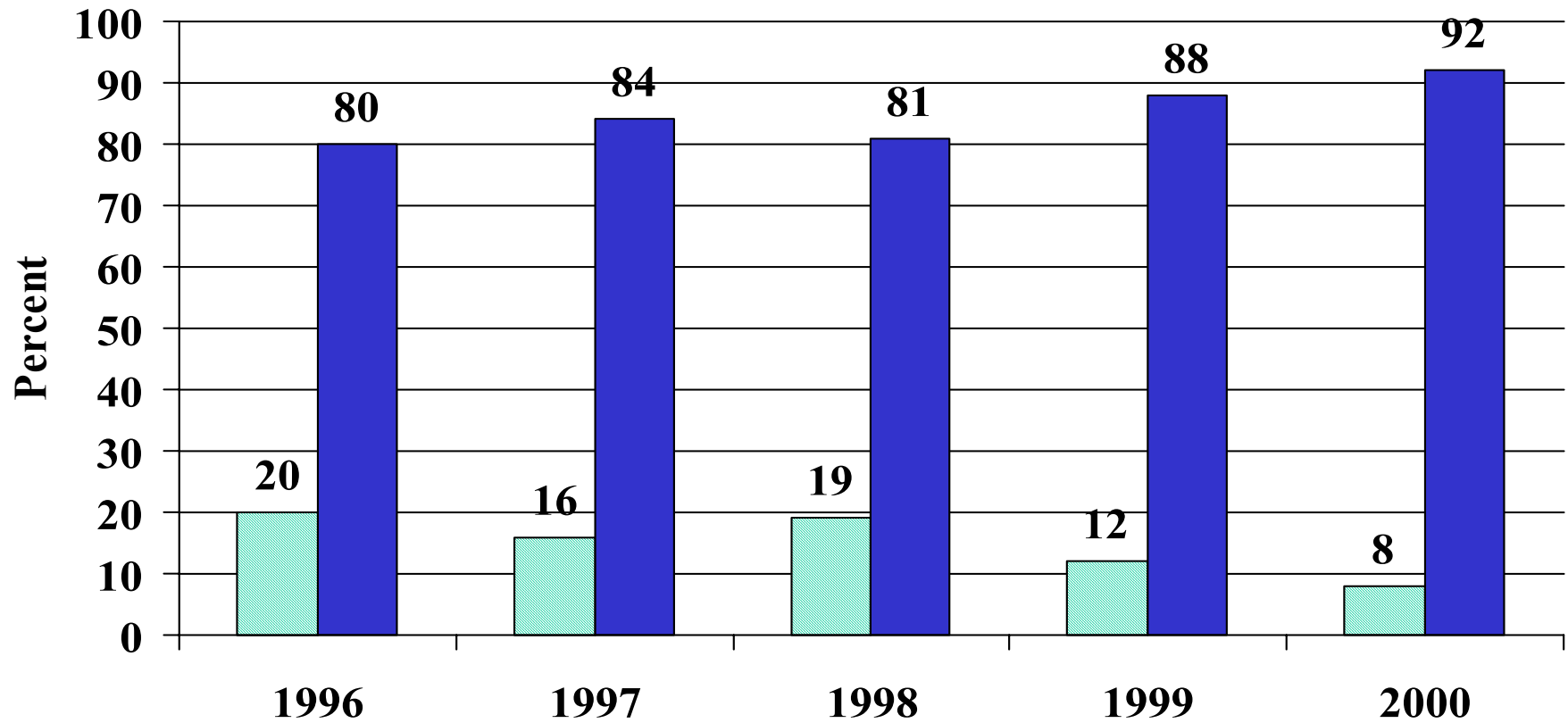
### **Education/Outreach**

- Criteria Distribution
- e-Baldrige Hits
- Conference Attendance
- # S/L Programs
- # S/L Examiners
- # S/L Applicants
- # S/L Criteria

# *MBNQA Judges' Survey*

## *Relevance of Criteria in Improving Organizational Performance*

Vdis/Dis/N Sat/Vsat



“Top Box”

(27%)

(47%)

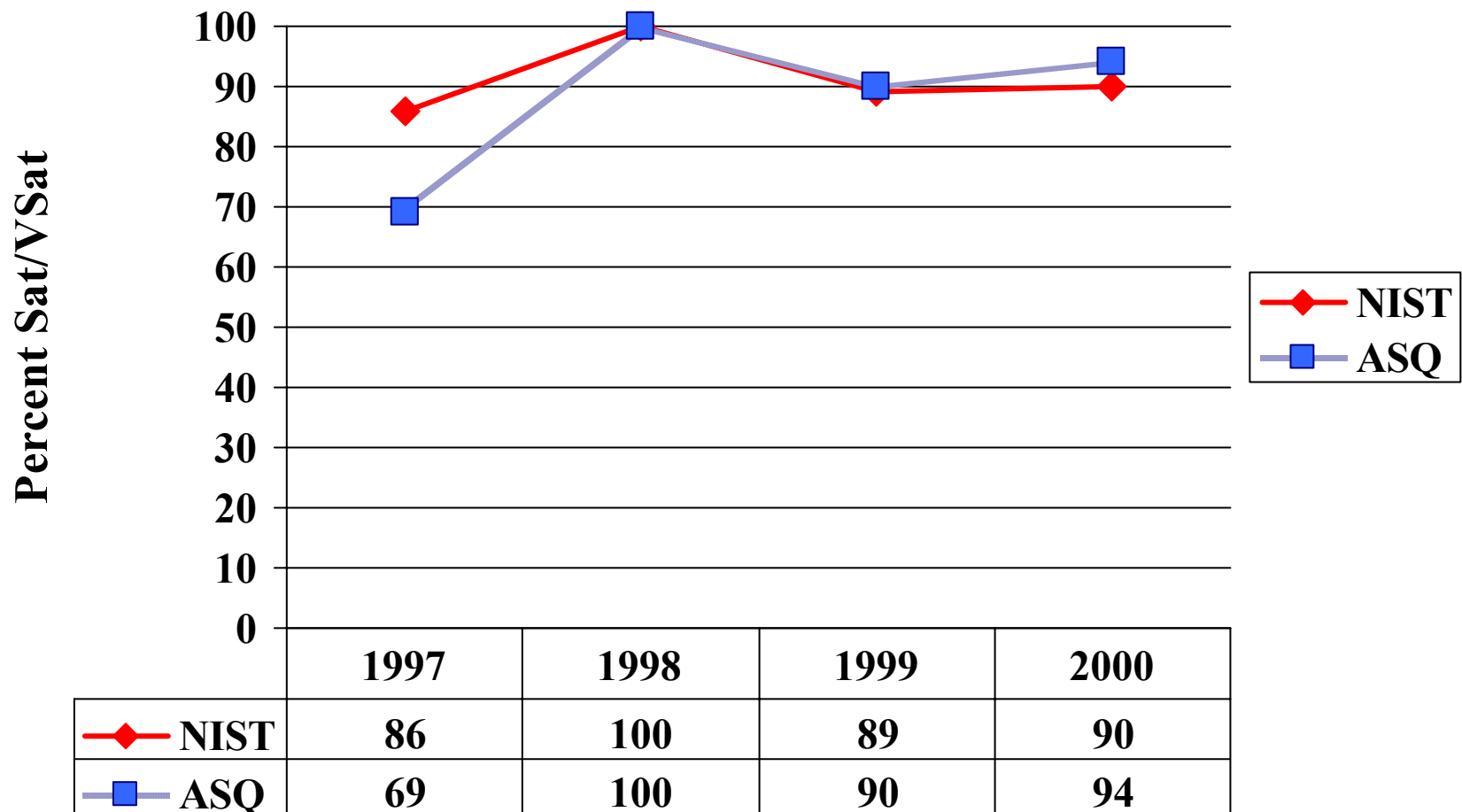
(42%)

(44%)

(46%)

# *MBNQA Judges' Survey*

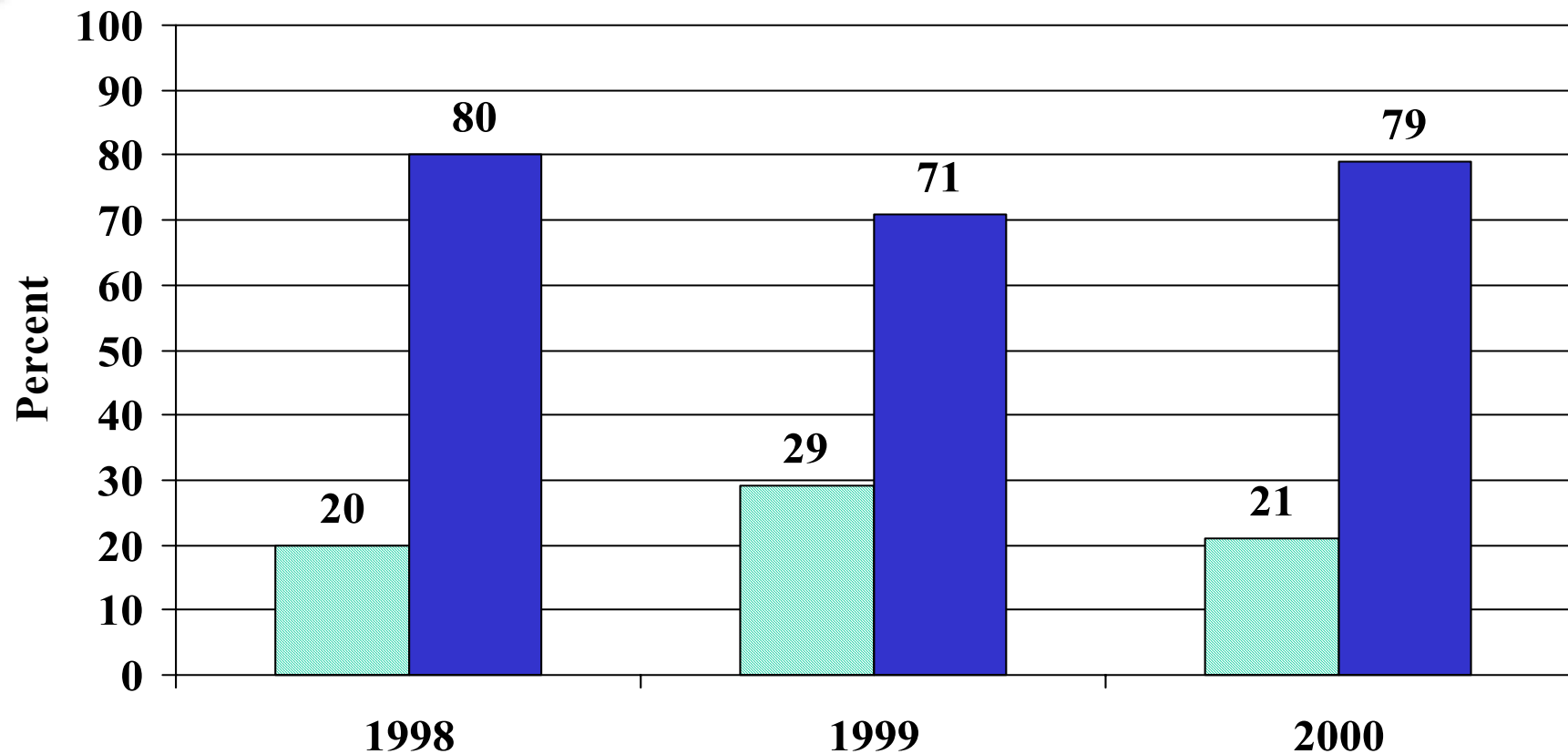
## *Ease of Reaching Someone to Help*



# *MBNQA Judges' Survey*

## *Likelihood You'll Reapply*

■ No/Prob not/not sure ■ Prob/Definitely



“Top Box”

(44%)

(29%)

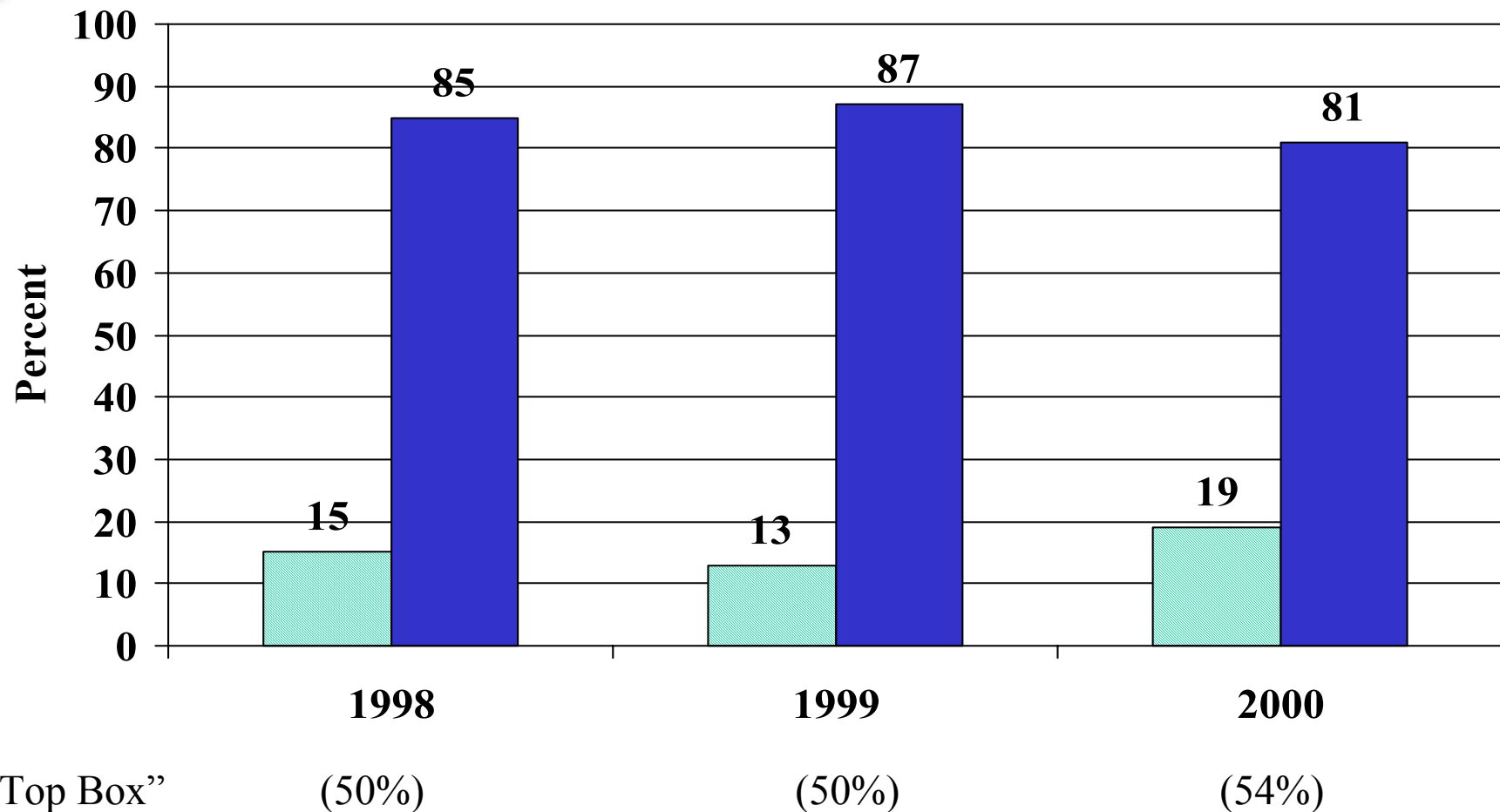
(46%)

Question was not asked in 1996/97

# *MBNQA Judges' Survey*

## *Would you recommend to others?*

■ No/Prob not/Not sure ■ Prob/Definitely



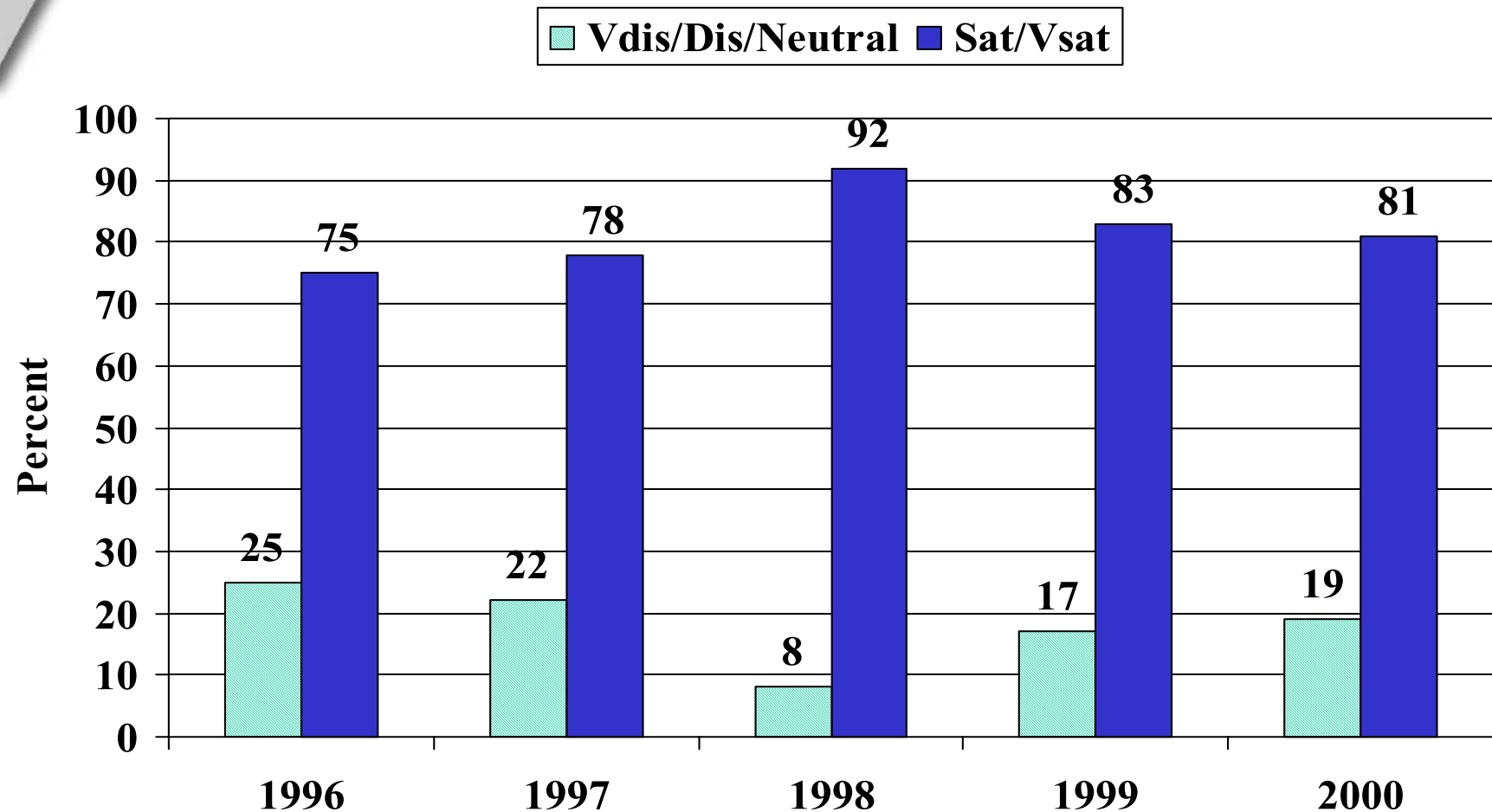
“Top Box”

Question was not asked in 1996/97



# *MBNQA Judges' Survey*

## *Overall Satisfaction with MBNQA Process*



“Top Box”

(38%)

(22%)

(38%)

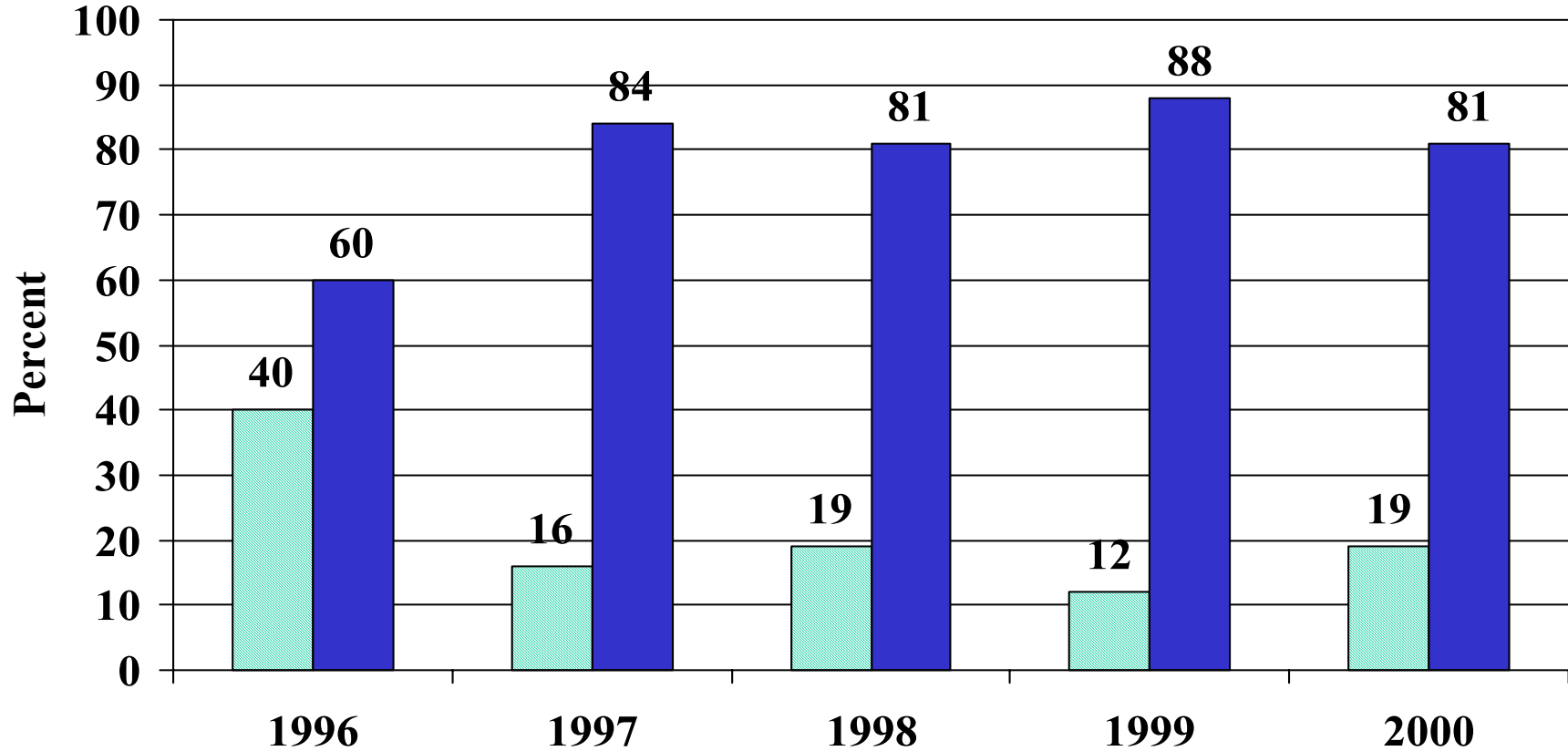
(43%)

(27%)

# *MBNQA Judges' Survey*

## *Relevance of Feedback for Continuous Improvement*

Vdis/Dis/N Sat/Vsat



“Top Box”

(20%)

(32%)

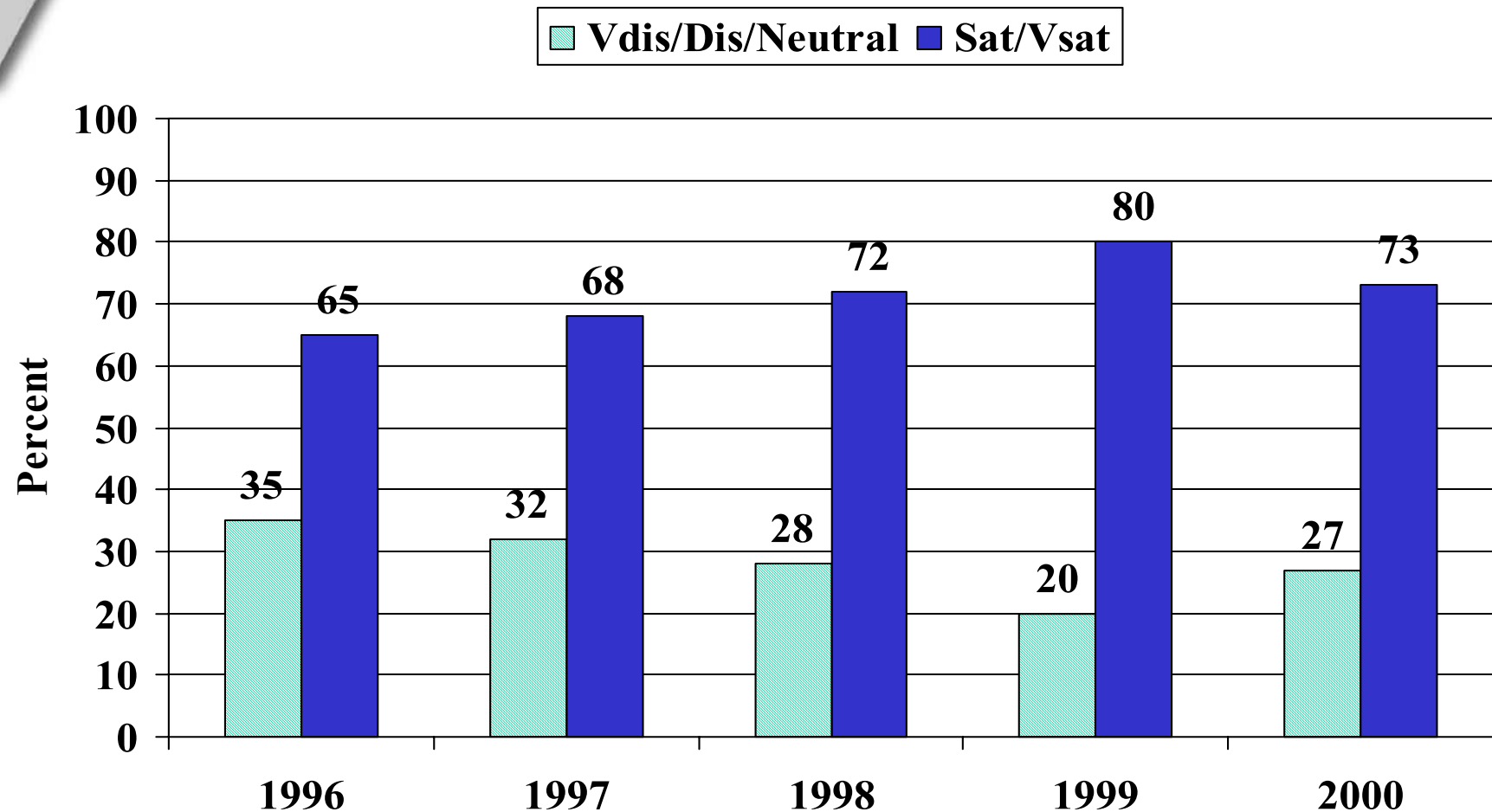
(35%)

(28%)

(26%)

# *MBNQA Judges' Survey*

## *Accuracy and Clarity of Feedback*



“Top Box”

(18%)

(26%)

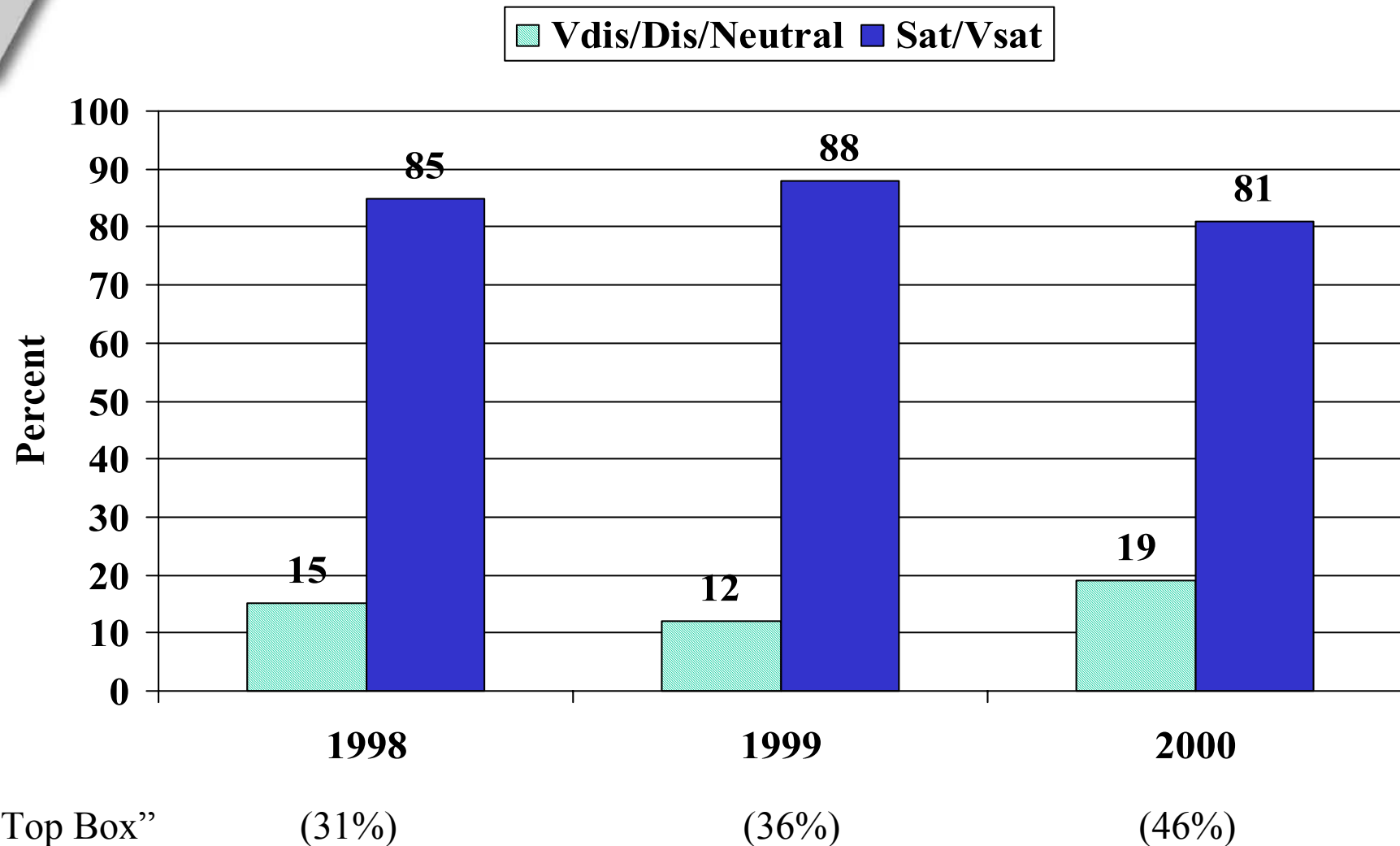
(32%)

(25%)

(27%)

# *MBNQA Judges' Survey*

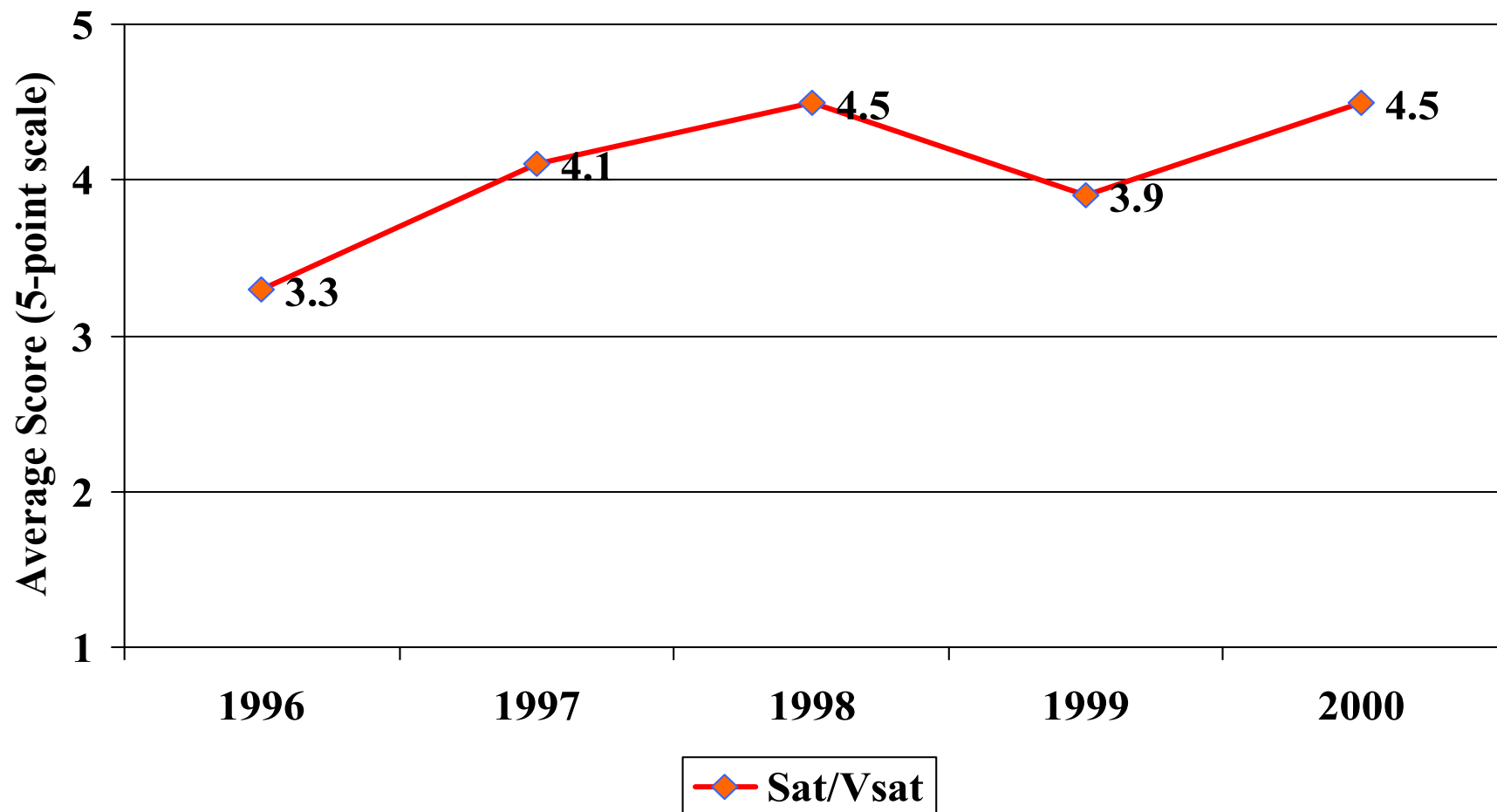
## *Value of Feedback Relative to Investment*



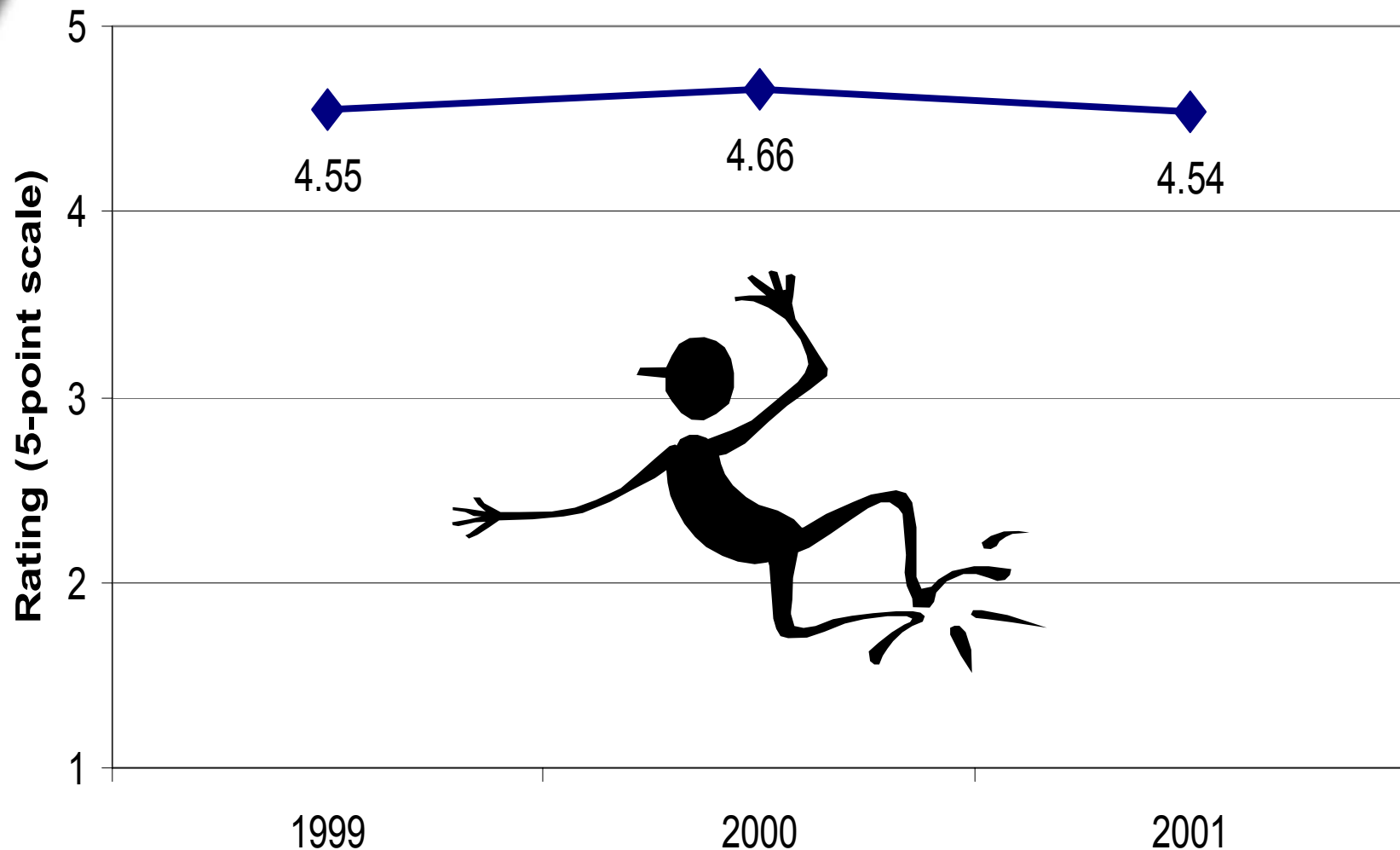
Question was not asked in 1996/97

# *MBNQA Judges' Survey*

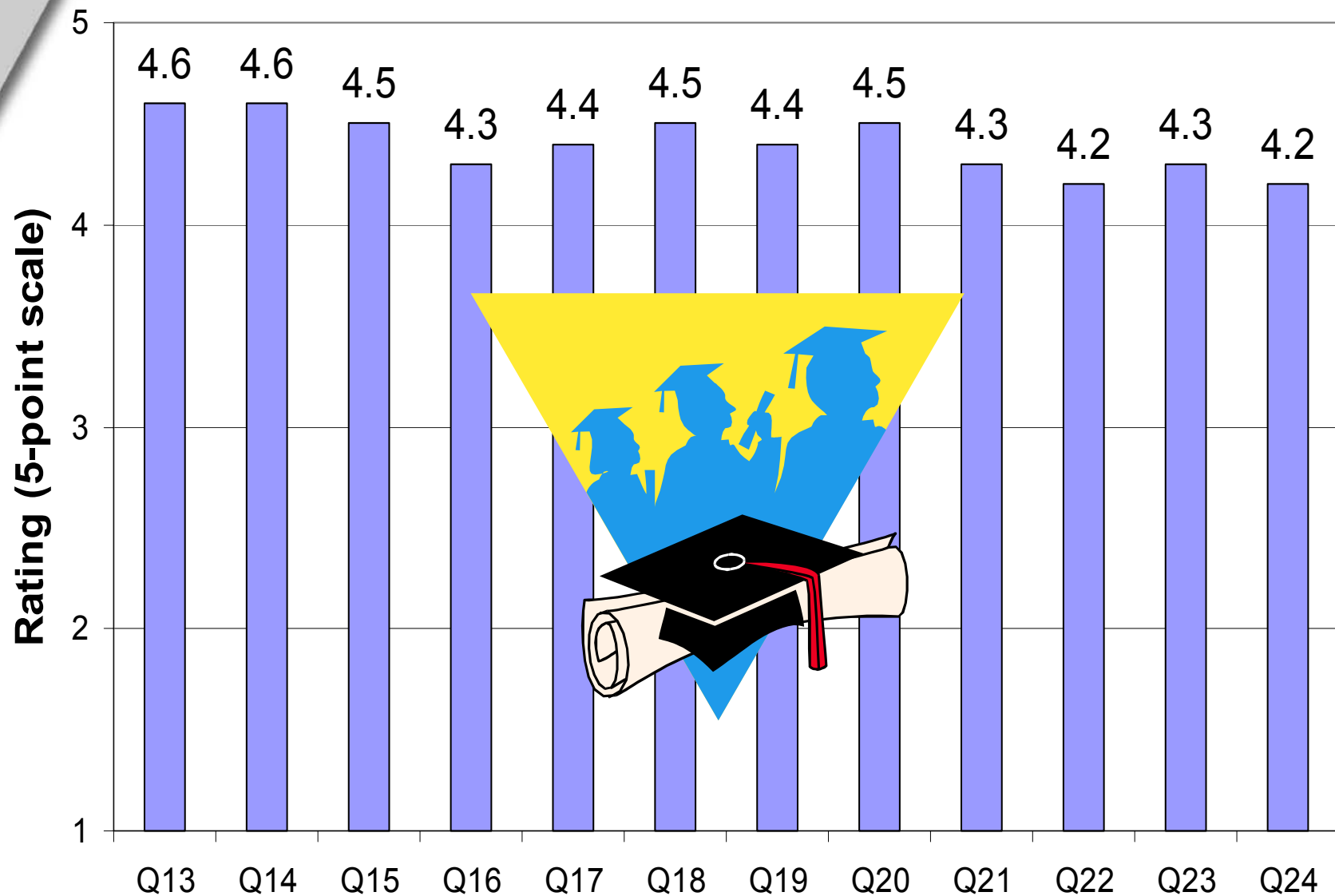
## *Timeliness of the Feedback Report*



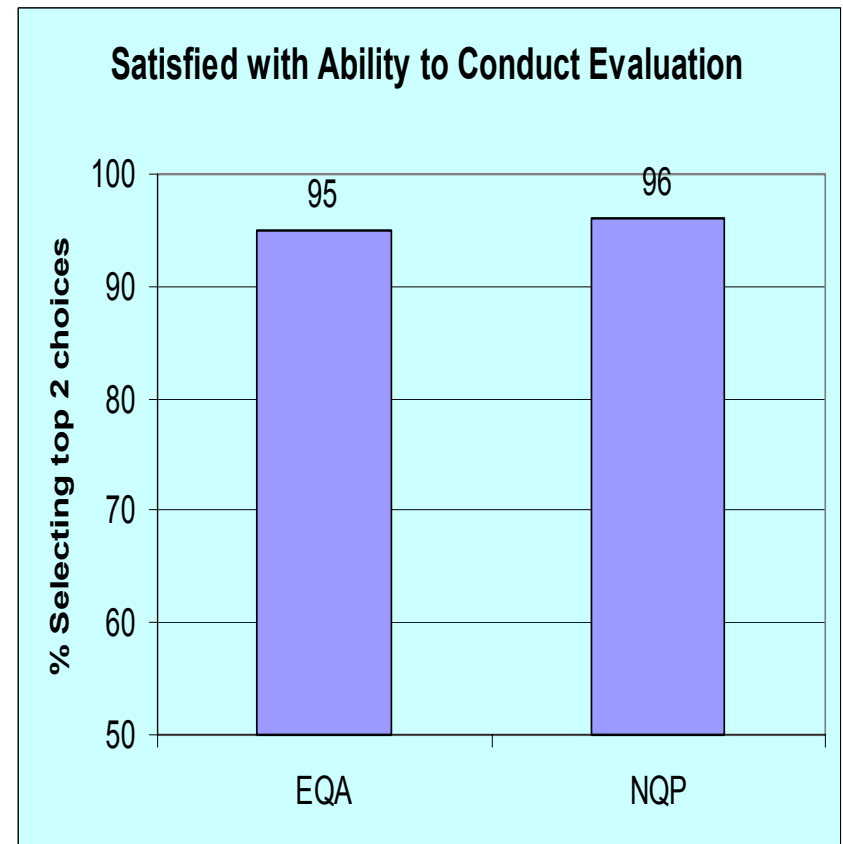
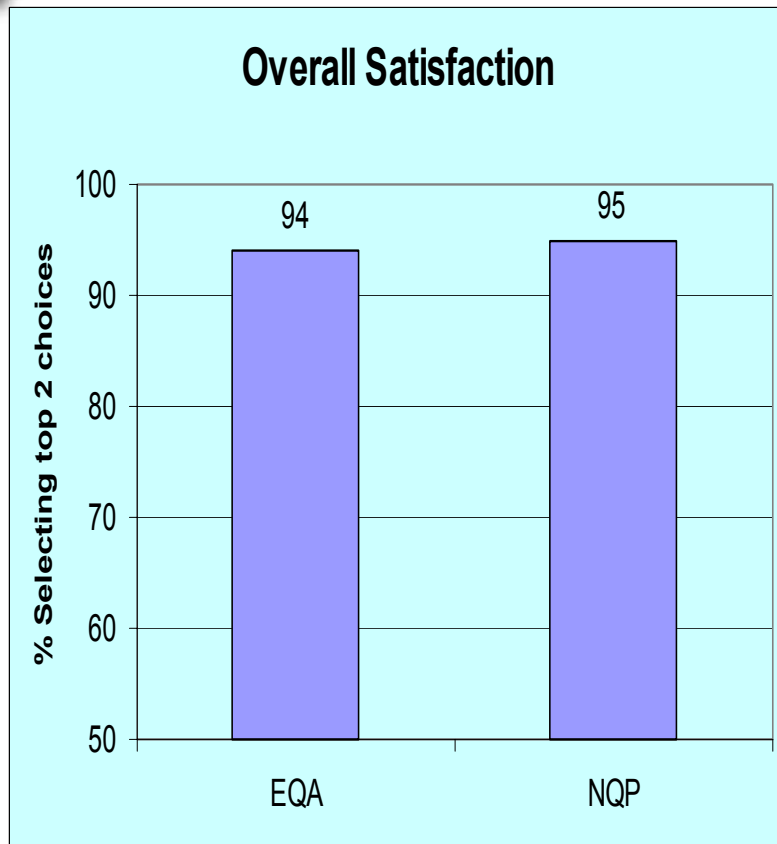
# *1999-2001 Examiner Prep Overall Satisfaction With Training*



## *2001 Examiner Prep Success in Meeting Learning Objectives*

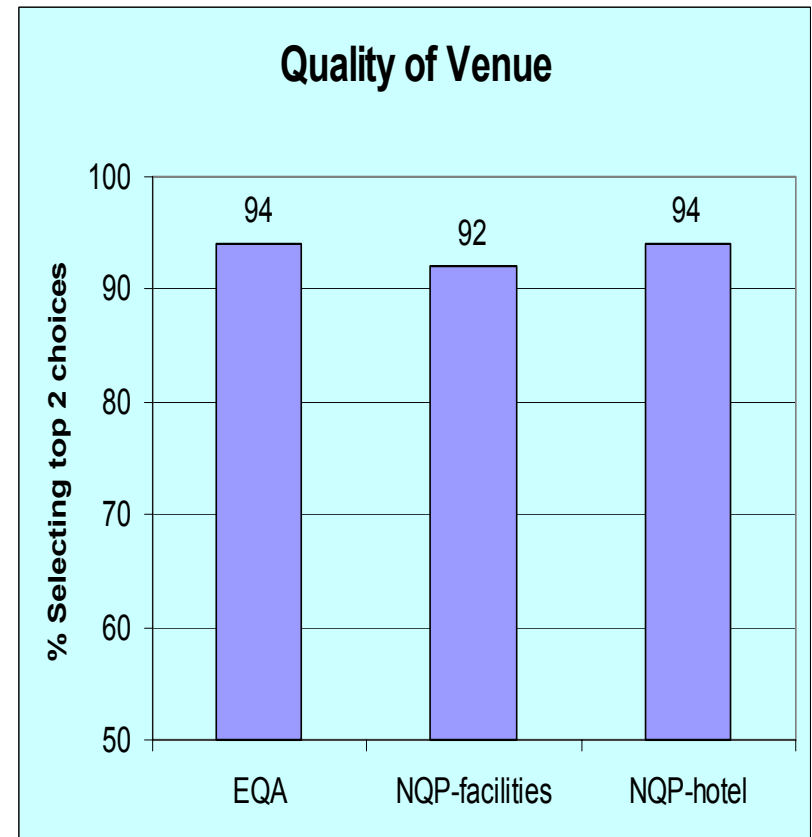
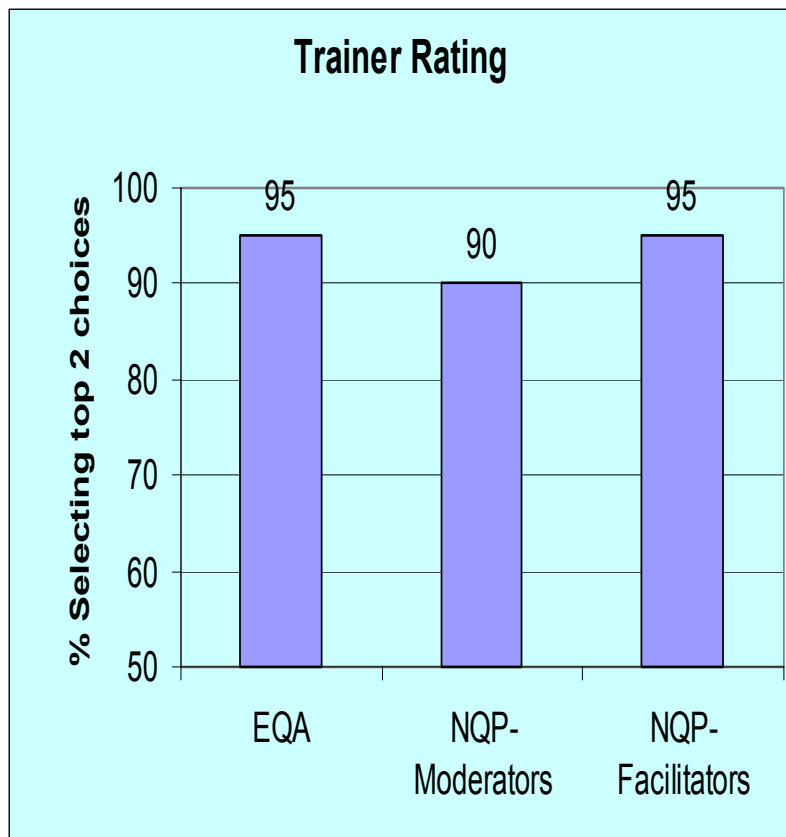


# *EQA/BNQP Training Data Comparison*

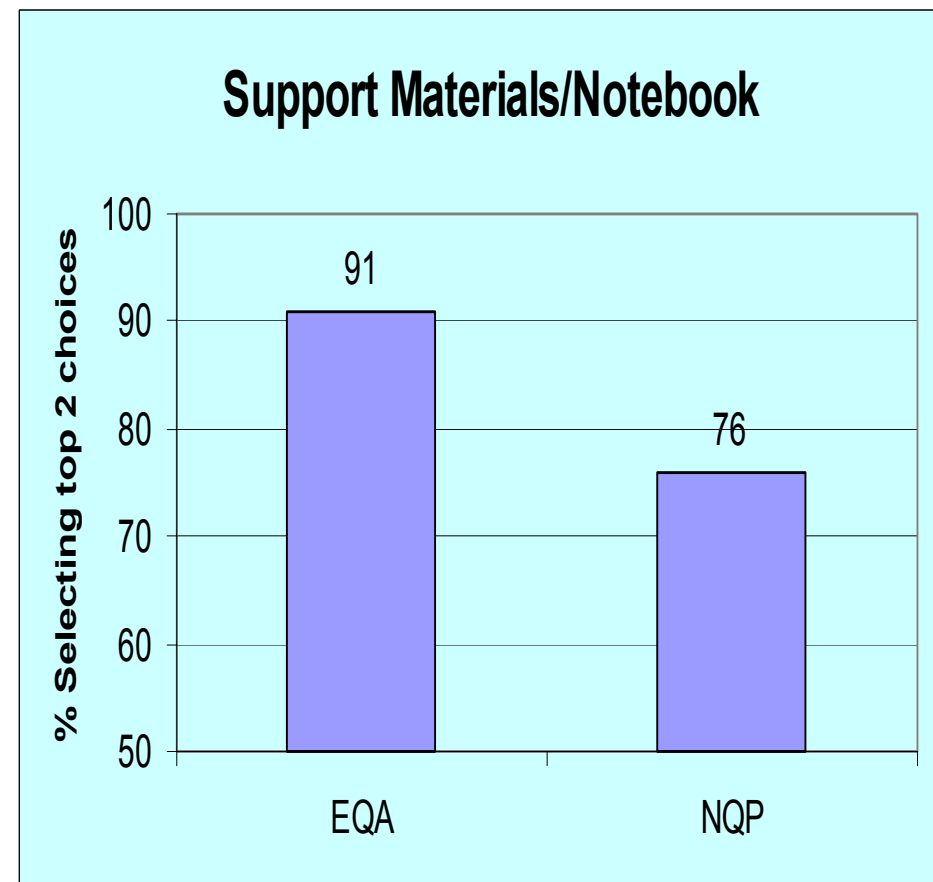
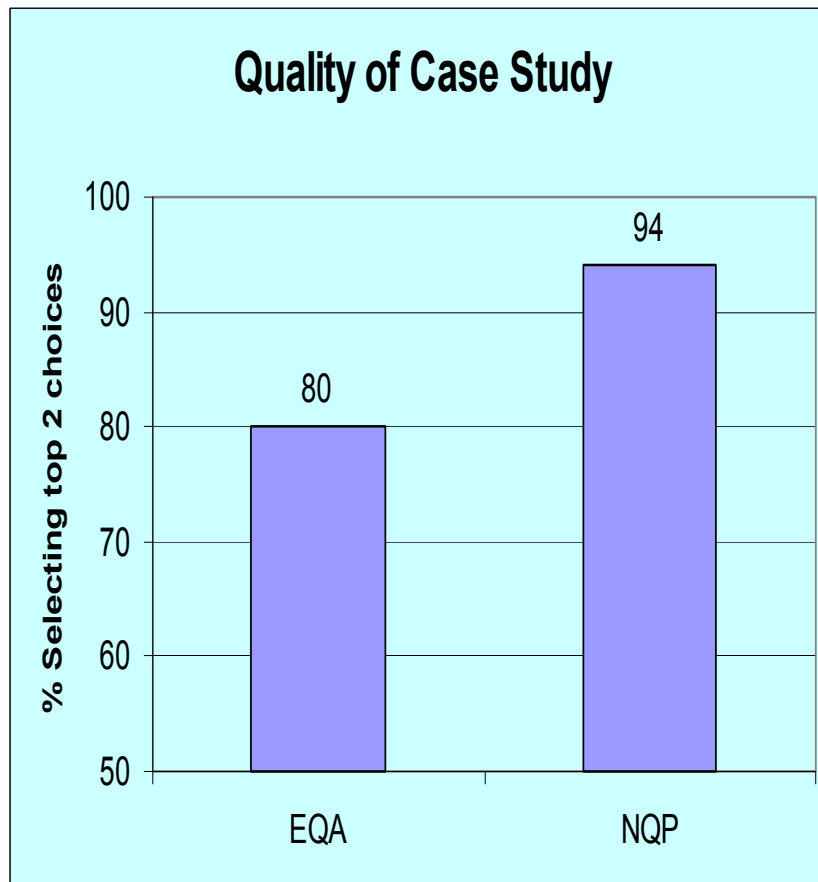




# *EQA/BNQP Training Data Comparison*



# *EQA/BNQP Training Data Comparison*





## ***Metrics/Results for Core Processes***

### **Award Process**

- Judges' Survey Data
- Examiner Training Data
- Applicant Numbers

### **Education/Outreach**

- Web site
- Conference Attendance
- # S/L Programs
- # S/L Examiners
- # S/L Applicants
- # S/L Criteria

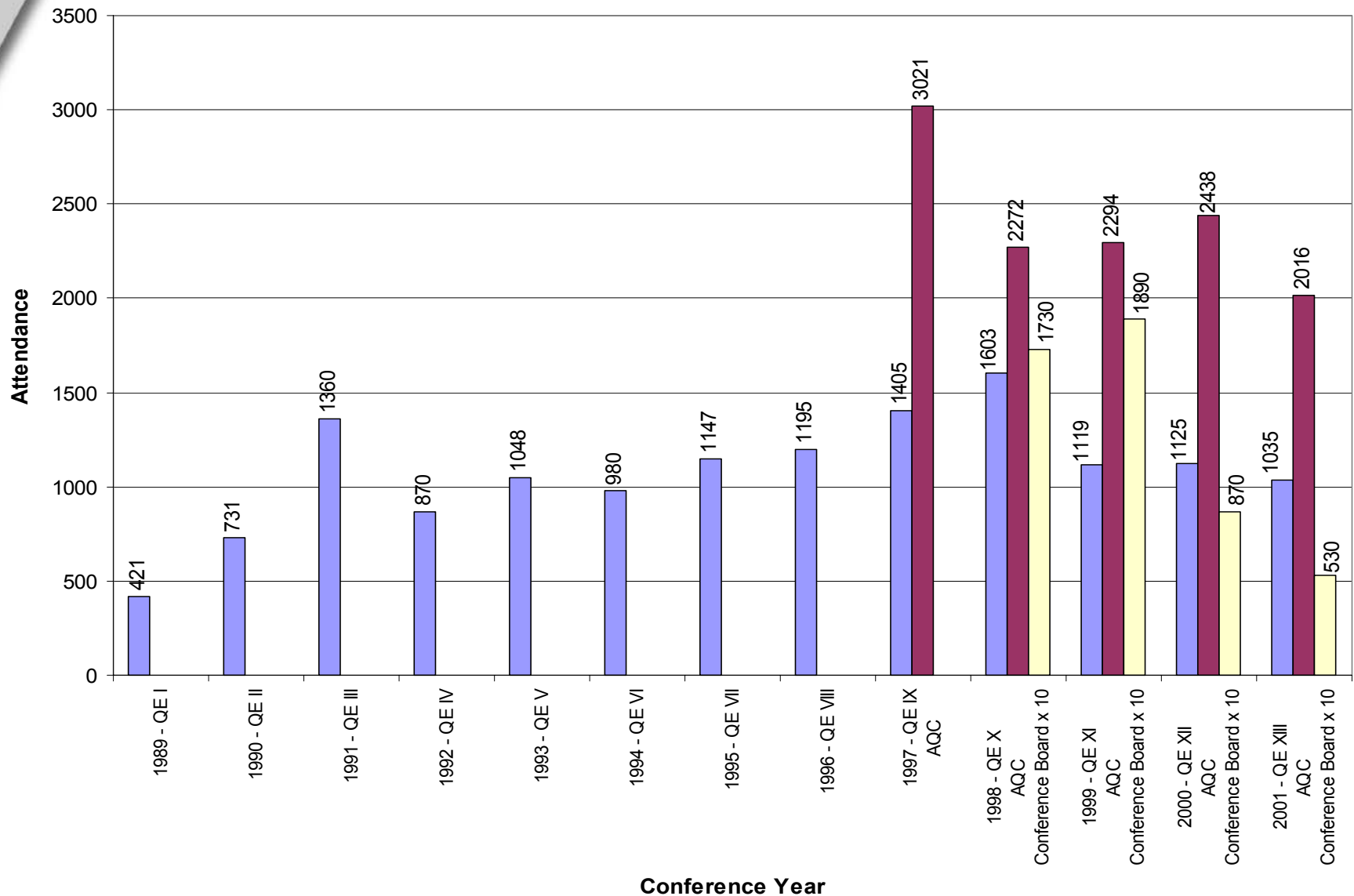


## *Education/Outreach*

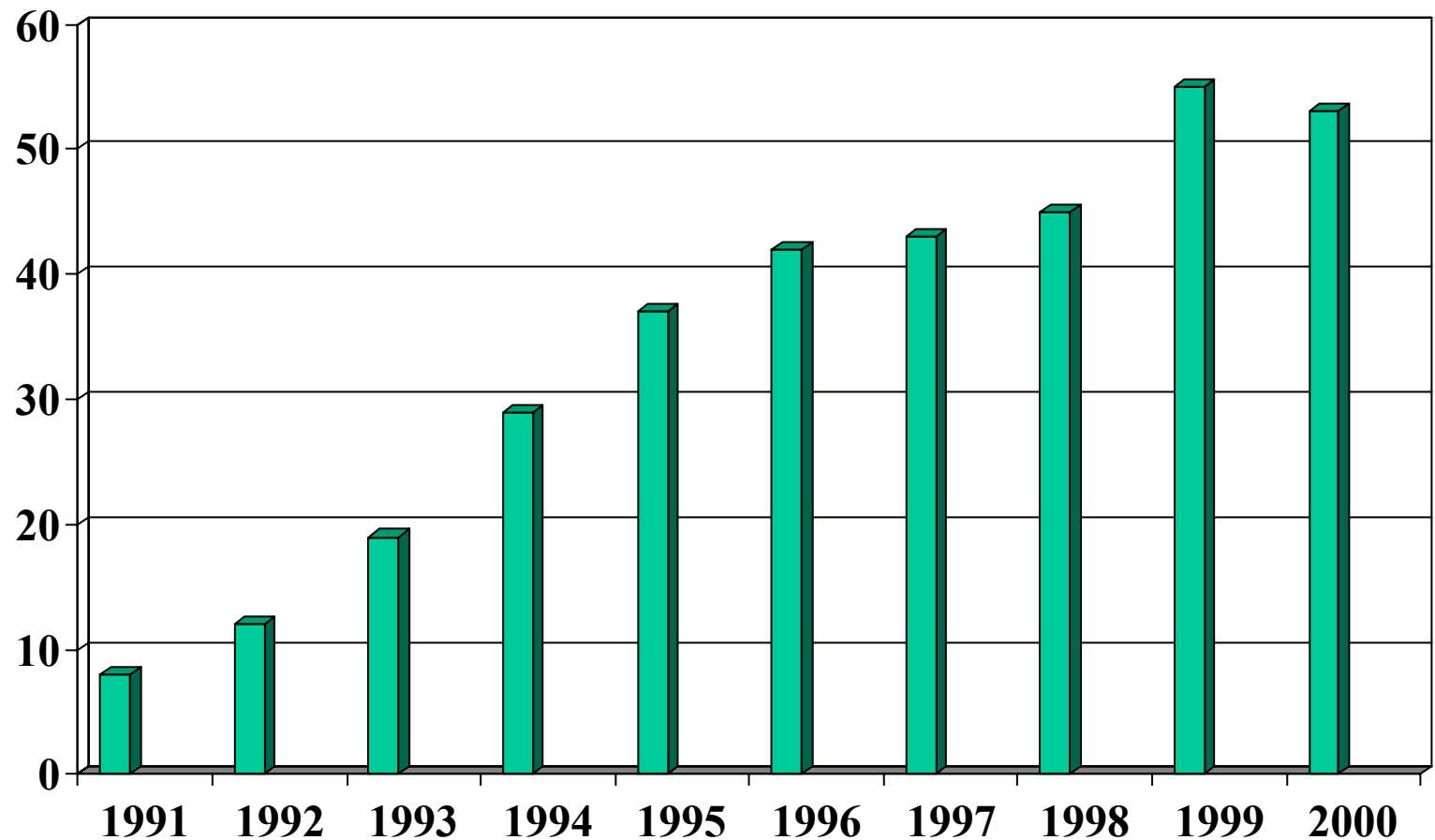
### **Web Site Usage**

- **Monthly: ~ 300K hits**
- **Most requested: Business Criteria**
- **Most visitors: .com and .net**

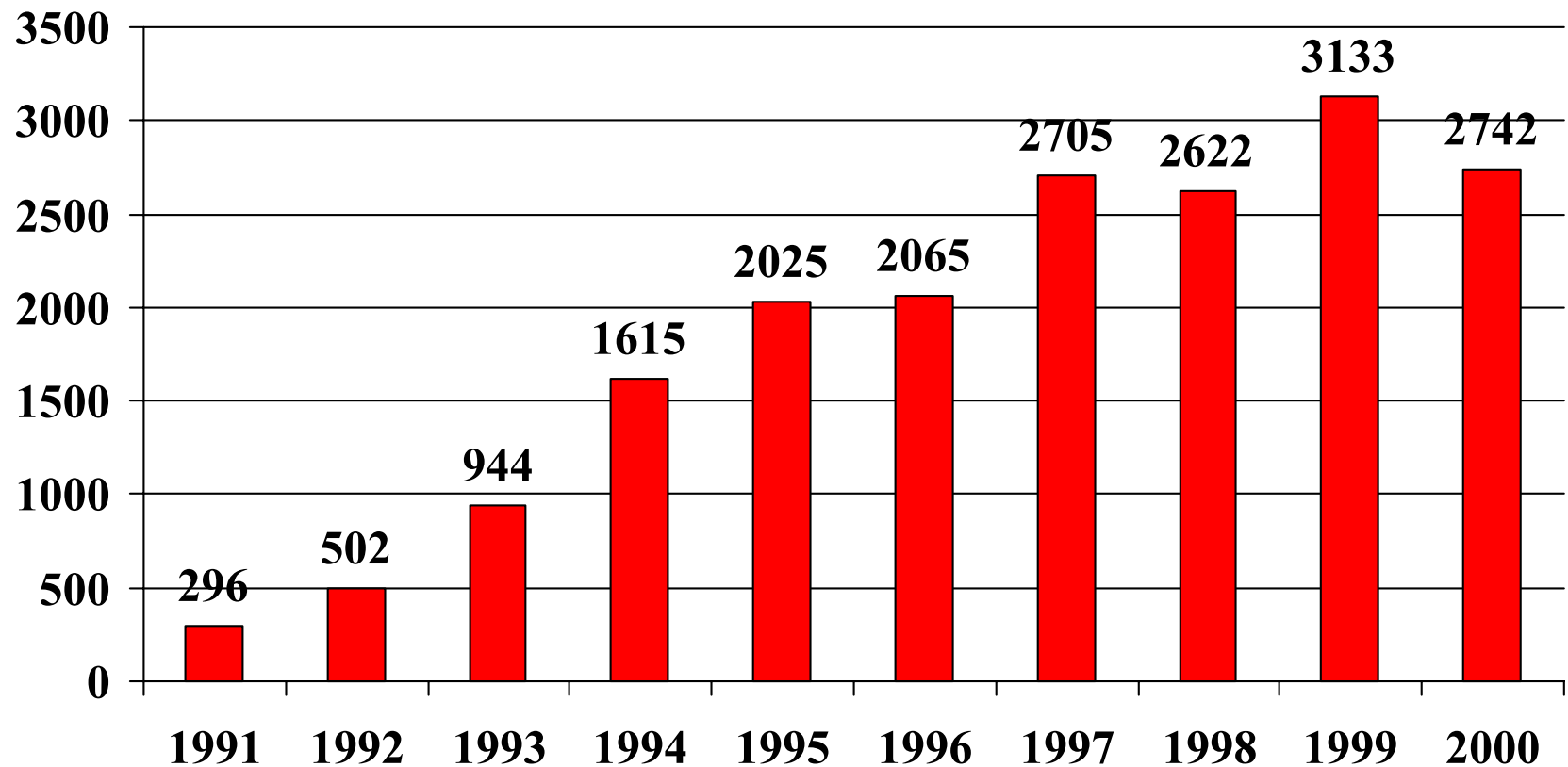
# *Quest For Excellence Conference Attendance*



## *State & Local Program Growth*

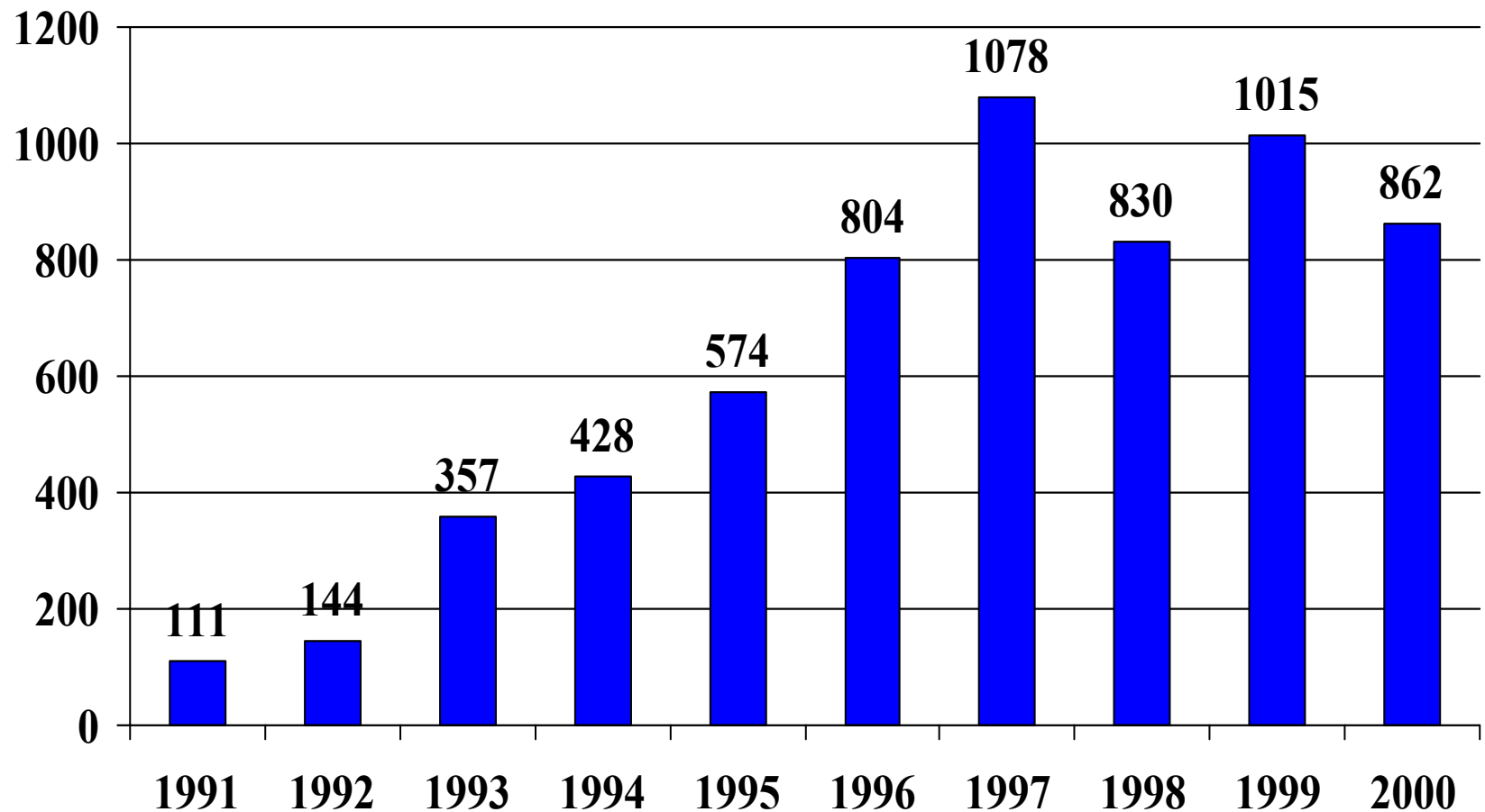


# *Number of State, Regional, and Local Examiners Trained*



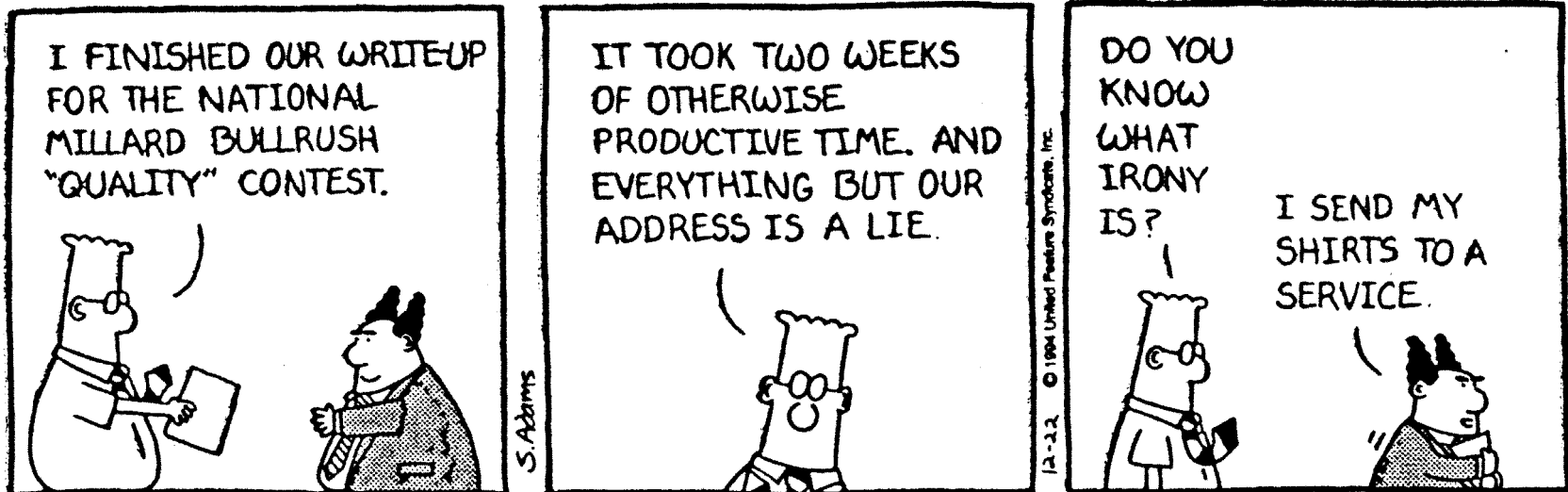
Data reported for any given year may not be complete.

# *State, Regional, and Local Award Applications*



Data reported for any given year may not be complete.





2001

419 Board of Examiners

State & Local Award Programs

# Team Baldrige

Ann Marie Regan

Jennie Haggler

Mark Shapiro

Phil Chen

Joe Wall

Sara

Jon Conrad

Charity White

Debbie Smyth

Panel of Judges

Rachel Kinner

Jenny Hahn

Bob Zingmeyer

Maureen Banta

Melissa Maddox

## Board of Overseers

Glenn Toratto

Barb Ufink

Sandra Byrne

Pat Smith

Melissa Pollack  
Mike Berry

1/4 1/5

Lisa Hickman

Mary Eastman

Sue Rohan

Jacqueline Calhoun

Jane Porter

Marti Johnson

Kitty Wells



John Hargis

## 41 Award Recipients

Barry Smith

Samuel Jones

Cassandra Ellis